

THIS ISSUE

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Success through Involvement
Community Relations Project
Work and Recreation Prospective
Employee Activity Guidelines

recreation management

RECREATION MANAGEMENT

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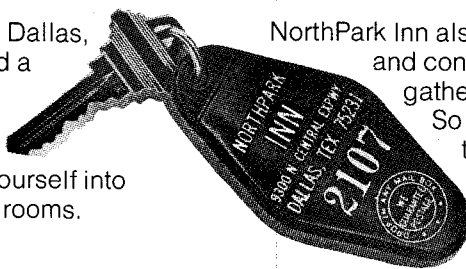
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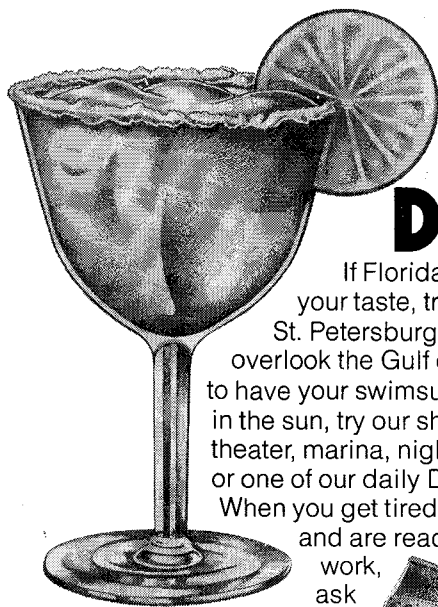
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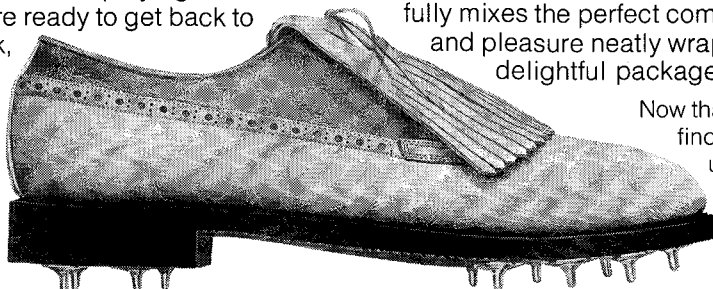
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recreation management

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about the cover

THE JOURNAL OF EMPLOYEE RECREATION,
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February 1978

**recreation
management**

**EFFECTIVE
MANAGEMENT**

Support from the Top page 12	Success through Involvement page 14
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	Employee Activity Guidelines page 22

Effective management is essential to successful recreation programs. This month's issue takes a look at several interrelated aspects of sound management. Authors advise recreation directors on how to gain executive backing for employee recreation and how to grow in the corporate organization. "How to" articles describe the organization of a Junior Achievement trade fair and the administration of large parties. A thoughtful prospective on the relationship between work and recreation places our field in an historical prospective.

Next month: Sports

The Chairman and President of United Technologies Corporation supports employee recreation

INDUSTRIAL
RECREATION
PROGRAMS
REPRESENT A SOUND
INVESTMENT IN A
COMPANY'S FUTURE

Harry J. Gray
*Chairman and President
United Technologies Corporation*



"Industrial recreation programs represent a sound investment in a company's future. And that is how they are regarded at United Technologies.

"Recreation — whether in group activities or in individual pursuits — offers something to all of us. It can expand our interest, teach us new skills, strengthen our bodies, give us a new appreciation of our environment, or simply help us unwind from some of the pressures of everyday life.

"My business experience has convinced me that people who regularly engage in some form of off-duty recreation generally perform better on the job. Another important reason for organized industrial recreation programs is their contribution

to employee morale and team spirit. They instill a sense of belonging.

"We have given close attention for many years to a balanced program of recreational opportunities at each of our plant locations. The programs now include activities not only for active employees, but also for their family members and for retired employees.

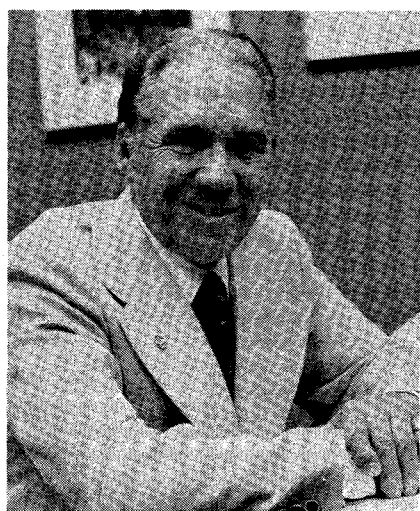
"I'm proud that United Technologies' Pratt & Whitney Aircraft Club, which observed its 40th anniversary in 1975, received the National Industrial Recreation Association's 1975 award for the best industrial recreation program among companies with more than 10,000 employees."

From *Top Management Speaks*

Check the publications order form card at the back of this issue

The NIRA President would like a word with you . . .

. . . about time management



**Fritz J. Merrell, CIRA
Olin Corporation
NIRA President**

You never have enough time. Neither do I. We could do so much more if we could only find the time. Perhaps you are using your time efficiently; but don't be sure. Just because you are always busy doesn't necessarily mean you are doing all you could with the few hours you have each day.

Do it now

How many times have you finally done something at the last minute because you never wanted to do it at all? Procrastination seizes each of us occasionally. Minimize its effects.

Do it now. That starts with getting up in the morning. Get into the office before the crowd. Tackle those irritating jobs first. Keep a business calendar or make a daily list of things to do. You will like the feeling of accomplishment as you cross each completed job off your list.

Answer your own phone as frequently as possible. Return the calls you miss as soon as possible. Every

message you answer promptly means another job out of the way.

Plan work periods. An open-door policy is necessary and desirable in our business, but that doesn't mean that your door must be open to every interruption every minute of the day. Reserve certain periods — whenever traffic is lightest in the recreation office — for uninterrupted work. You will accomplish more in a brief period of concentrated effort and you will be able to give others your undivided attention when your door is open.

Help your volunteers, or members of staff if you have one, to manage their time wisely. Schedule meetings for specific hours, preferably at the end of the day. Make an agenda, distribute it to everyone before the meeting, and stick to it. Handle each question thoroughly but briskly before you introduce new business. Establish deadlines for projects and make sure you and your staff stick to them.

Plan your time

Outline major events on the recreation calendar and plan your schedule around them. Anticipate periods when you must make decisions and, when they come, make those decisions and act on them.

Of course, you must be flexible. You cannot anticipate everything that will happen in the course of any activity. Build flexibility onto your schedule so that, should an unexpected snarl develop, you have time to handle it properly instead of cursing the emergency that has destroyed your too-tight timetable.

Learn to delegate authority. Find dependable assistants, whether paid

staff members or volunteers. Discover who does reliable work and delegate responsibilities to them. If you limit all administration to what you can handle personally, no matter how capable you are you will inevitably limit your program.

Keep an open mind to new ideas, but know when to say no. Balance every suggestion or request for time against its relative importance to the entire program.

You cannot meet everyone's needs nor please everyone at any given moment. If you are consistent and as fair as you can be you will please most of the people. Make that a compromise you can accept.

Save time for yourself. You know the feeling of being pulled in a dozen directions. You remember the last time you stopped in the middle of a major project and wished you had just an hour of free time.

Part of learning to say no to others is learning to say yes to yourself — and your family. A person who devotes every ounce of energy to his or her work cannot do a balanced, top-notch job. Nothing is more ironic than the recreation director who never has time for his own recreation. He is a bad example for his staff and his employee participants. And he has clearly forgotten the reason for his very existence as a recreation director.

Don't forget. Learn to do your work well when it is time to work. And when it is time to relax, take some of your own medicine.

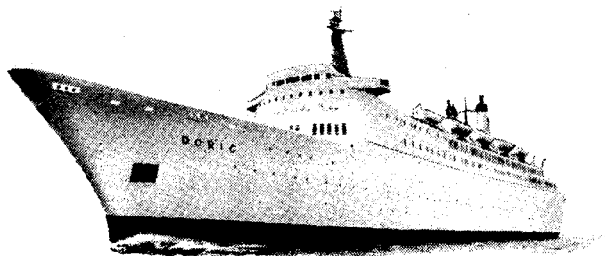
A handwritten signature in cursive script that reads "Fritz J. Merrell". The signature is written in dark ink and is positioned at the bottom right of the page, below the main body of text.

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CIRCLE READER SERVICE CARD NO. 3

news in brief

Flexible hours: do we have a quorum?

Flexible work hours can have a positive effect on morale and productivity, but they pose new problems as well. According to a recent report on flexible hours in U.S. companies and government agencies, variable office schedules can make it difficult to coordinate business efforts. Staff meetings can create knotty scheduling conflicts.

The report, issued by the U.S. General Accounting Office (GAO), estimates that between 300,000 and one million American workers enjoy the option of flexible hours. More than 140,000 of them are employed by 90 federal agencies. Despite scheduling problems, improvements in morale and productivity have prompted the GAO to recommend the lifting of legal bars to further expansion of the option.

In a related study, workers on four-day work weeks disclosed that they felt no increase in leisure time, even with their three-day weekends. Karen Conner, a Drake University sociologist, and Gordon Bultena of Iowa State University compared the leisure activities of four- and five-day workers. Their findings, noted in the *Wall Street Journal*, showed that the two groups "devoted approximately equal amounts of time to leisure recreational activities".

A significant reason for the similarity, the researchers reported, was the longer workdays of the four-day group. Workers in that group had fewer evening leisure

hours. The researchers also discovered that workers in the four-day group spent much of their weekend leisure time tending to such "obligated" activities as shopping, child care, and volunteer work. In fact, the four-day workers did not perceive their leisure time as greater than it would be in a traditional five-day work week.

Labor's image slips; big business' rises

Many Americans feel that big business is too influential, but even more of them believe that labor is too powerful. During the past four years, the two institutions have switched positions in the public's ranking of too-powerful elements in society. The shift in attitudes was reflected in the results of a recent Roper poll.

A 1973 Roper survey found that 55% of Americans felt labor had "too much power and influence". Even more of them, 66%, believed big business to be unduly powerful. Four years later, the "bad guy" roles of the two factions appear to have reversed. Now, according to Roper, 65% of Americans feel that *labor* has too much power. Big business is perceived as too powerful by only 59% of the population.

Americans have likewise switched their perceptions of the greatest causes of inflation. As reported in "News in Brief" recently, people now see wage demands as the second greatest cause of inflation. Business profits have moved from second to third place on the popular list of big inflators. Energy costs remain highest.

Relaxation: the pause that refreshes

High blood pressure, tension headaches and insomnia take their tolls on employee effectiveness. Recreation programs in business and industry have made significant strides toward identifying and relieving such stress-related ills. Several companies have added stress reduction and relaxation training to their employee service programs. (See "Relaxation Training

RM, February, 1978

in a Corporate Environment", *RM*, July 1977, p. 12.) Now, a study by a group of Harvard medical researchers has shown that relaxation training can improve employees' overall health and performance.

In the experiment, volunteers from among office workers at the Converse Rubber Company were divided into four study groups. Researchers followed each group through two daily 15-minute relaxation periods over the course of two months.

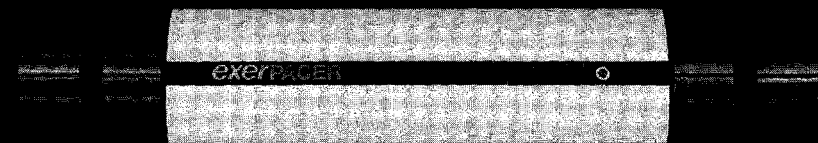
The first group used the "relaxation response" technique in which a subject maintains a comfortable posture and concentrates on the word "one". Members of a second group were told to use the periods to relax in any way they chose. The two control groups were given no relaxation instructions.

Members of the "relaxation-response" group showed the most positive results after the two-month test period. They charted the greatest decline in mean blood pressure and reported the greatest decrease in headaches and sleep problems. They also felt the greatest improvement in job satisfaction and the ability to deal with others.

In an unplanned twist, the company experienced a distressing 15% lay-off during the latter portion of the test period. All participants in the experiment suffered a rise in blood pressure. The "relaxation-response" group, however, was better able to deal with the problem, felt the mildest effects, and recovered most quickly. RM

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CIRCLE READER SERVICE CARD NO. 4

names in the news



C. James Moyer, CIRA will retire from Eastman Kodak Company on February 1, 1978. He will remain active in employee recreation.

Jim Moyer joined Eastman Kodak in September 1941. He began his career with the company as a chemist in the synthetic chemicals division. On April 1, 1951, he was appointed staff assistant of Kodak Park Athletic Association. In January 1962, he became executive secretary of Kodak Park

Athletic Association. Nine years later, he was appointed director, employee personnel, industrial relations division, Kodak Park. He will continue as executive secretary of Kodak Park Athletic Association.

Moyer has been active in NIRA for many years. He served the association as a Director and as 1971 President.

C. L. "Steve" Polaski, CIRA has retired as Activity Manager for Sundstrand Corp. in Rockford, Illinois. Polaski has been an active NIRA member for many years. His recreation programs have won several NIRA awards, including the 1975 NIRA/Citizens Savings Award for companies with 1,000-5,000 employees.

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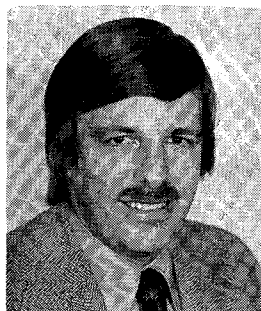
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CIRCLE READER SERVICE CARD NO. 5

tournament news



by Stephen D. Waltz, CIRA
Cummins Engine Company

Acting
NIRA Vice President
Tournaments & Services

The NIRA office was surprised to learn in December that **Jack Frain, CIRA**, our Vice President of Tournaments and Services, had resigned his office. Jack left his NIRA-member employer, McDonnell Douglas Corp. and, therefore, stepped down as a member of the Association's Executive Committee. All of us who have worked with Jack will miss his talent and expertise on the Board. We hope to regain his valuable membership in NIRA in the near future.

In accordance with the NIRA by-laws, your Board of Directors will elect a new Vice President of Tournaments and Services to fill the remainder of Jack's term. The election will take place at the Board's next regularly scheduled meeting, January 12-13, 1978, in Ft. Lauderdale, Florida.

In the interim, NIRA President **Fritz Merrell, CIRA** has asked me, as the immediate past Vice President of T & S, to handle the responsibilities of the office until it can be filled permanently.

Postal Golf Results

Tournament Coordinator **Glenn Westover** (Babcock & Wilcox) has assembled and filed the results of NIRA's first Postal Golf Tournament. You will recall that the postal event was initiated to supplement the existing on-site tournaments. In the postal tourney, players were divided into five flights, based on handicaps, regardless of sex. First, second and third place winners in each flight received trophies. *Golf Digest Magazine*, a NIRA member, contributed prizes for the top players:

- A set of irons (Wilson for the men, Confidence for the women) for first place winners
- A set of woods (Wilson for the men, Confidence for the women) for second place players
- A copy of *The Lesson Tee* by Jack Nicklaus and a dozen MacGregor balls for all those who placed third

First, second and third place players are listed below, according to their handicap divisions:

1977 POSTAL GOLF TOURNAMENT RESULTS

Place	Player	Company	Net Score (9 holes)
Flight A 0-10 Handicap			
First	Nelson J. Pansing	Delco Air Conditioning/GMC	28
Second	Paul Tanabe	McDonnell Douglas	31.5
Third	Kenny Warner	Delco Air Conditioning/GMC	32
Flight B 11-15 Handicap			
First	Gary D. Straub	McDonnell Douglas Corp.	24.5
Second	Ralph M. Zeigler	Cummins Engine Co.	28
Third	Behlmann F. Lee	McDonnell Douglas Corp.	28.5
Flight C 16-20 Handicap			
First	Albert J. Kreysar	McDonnell Douglas Corp.	29.5
Second	Richard T. Sellers	Fluor Corp.	30
Third	David Trienskaskas	McDonnell Douglas Corp.	35
Flight D 21-25 Handicap			
First	Jenny Smith	Puget Sound Navel Shipyard	30
Second	Jessie L. Hyde	Puget Sound Navel Shipyard	31
Third	Shirley M. Edgington	Puget Sound Naval Shipyard	35
Flight E 26+ Handicap			
First	Catherine A. Zenisek	Puget Sound Navel Shipyard	37
Second	Edna P. Heacox	Puget Sound Navel Shipyard	38
Third	Mary Lou Richardson	Puget Sound Navel Shipyard	41

Fishing Contest

Gene Miller, CIRA (Michigan Bell Telephone Co.), Fishing Tournament Coordinator, went to the NIRA office recently to handle the prize drawing for the 1977 Contest. We will carry news of the largest Fishing Contest prize drawing in the next issue of RM.

Photo Contest

George Stark of McDonnell Douglas Corp. is coordinating this year's Photo Contest. Full information and entry materials will reach NIRA members in the very near future.

Rifle/Pistol Matches

The NIRA/National Rifle Association Rifle/Pistol Matches opened November 1, 1977 and will continue through April 1, 1978. Complete entry information is available from the NIRA office.

Bowling Tournament

NIRA members have received rules and entry information on the 1979 NIRA Bowling Tournament. The postal event, coordinated again this year by **Andy Zadany, CIRA** of Corning Glass, will run during the month of February. If you have any questions about the Tournament, call Andy at (607) 974-8252. **RM**

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CIRCLE READER SERVICE CARD NO. 7

Junior Achievement Trade Fair

with Alan Benedeck

ALAN BENEDECK is a professional public relations man and an unofficial recreation director. When he can improve his company's image while serving employee interests, he knows he has found a winning program. Such was the case with a recent Junior Achievement trade fair.

Benedeck is Community Relations Manager for Allstate Insurance Company's home office in the Chicago suburb of Northbrook, Illinois. He also administers recreation activities for the office's 3,300 employees. Early last December, he brought local Junior Achievement (JA) "companies" into Allstate Plaza for a highly successful market day that served both public and employee relations.

Junior Achievement is a non-profit national organization established to introduce high school students to the principles and values of the free enterprise system. Under the guidance of adult advisors, JA members choose products or services, incorporate their "companies", sell stock and conduct their own businesses. Although the incorporation procedure is only an exercise, the teens actually do put their products and services on the market. After one JA business year, October through May, they liquidate.

The Allstate office, like several of its business neighbors, sponsors two JA "companies", involving some forty young entrepreneurs. In 1976, Allstate hosted a small trade fair for seven JA "companies". Four other sponsoring corporations cooperated. The following year,

Benedeck organized a much more ambitious event and invited more JA companies to participate. In all, eighteen teen businesses converged on the Allstate office complex for the fair.

Benedeck promoted the event to Allstate employees as a fun and economical way to shop for Christmas gifts.

"Do your Christmas shopping early!" heralded his publicity brochures. "There will be plenty of gifts to choose from at the Second Annual Northwest Suburban Junior Achievement Trade Fair. For example — Christmas wreaths, coupon caddies, bulletin boards, trivets, candle holders, market reminders, wind chimes, macrame plant holders and much, much more."

The JA kids had formed similar trade fairs at shopping malls and other community centers, but their experiences had not prepared them for the flood of Allstate customers. Curious employees packed the trade fair display areas at the lunch hour and during morning and afternoon coffee breaks. Many young merchants tallied greater sales in a few hours than they ordinarily made in two weeks at a shopping center.

"Of course, this was a different situation," explained Benedeck shortly after the fair closed. "At a shopping center or any public place, people are there for other reasons and just happen to be passing by. Here, they came especially to see what the kids had done."

The success of the trade fair was even more impressive under the unusual circumstances of that December day. As the trade fair opened at 9:00 a.m. a midwestern blizzard had already dumped several inches



Allstate employees turned out in large numbers for the JA trade fair.

of snow on the Northbrook area. By mid-afternoon, many businesses, including Allstate, had released employees early to allow them more time for the difficult trip home. Although pleased with the high employee participation in the fair, Benedeck is confident that next year, barring another unforeseen blizzard, the turn-out will be even higher.

According to Benedeck, the trade fair is an ideal service from both a public and an employee relations aspect. The JA teens benefitted from the experience of selling and the chance to make a real profit. Employees enjoyed the convenience and savings of the in-house bazaar. The company benefitted immediately by establishing itself as a friend to community youth. It will also benefit in the long run by introducing Allstate to talented young people who may become future employees.

Benedeck's only concern about the trade fair is that word of its success may encourage other local JA sponsors to try to sponsor similar, competing events during the winter holiday season.

"We'll make it clear that it is *ours*," he said, "and that they are welcome to participate."

Recreation directors who are interested in learning more about sponsoring a JA company or hosting a trade fair are welcome to contact Alan Benedeck, Community Relations Manager, Allstate Insurance Company, Allstate Plaza F-3, Northbrook, Illinois 60062 — Phone (312) 291-5974.



Shoppers chose inexpensive holiday gifts.

PM

Support from the Top: Getting Management Involved

by Charles Bloedorn, CIRA



"You have to sell, sell, sell your program to management," Chuck Bloedorn, CIRA told delegates to the Region II Conference.

Getting top management support for your recreation program is vital. And I am not going to kid you: it's tough.

A successful recreation program must have three in-

gredients: strong leadership, dependable volunteers and management support. The first two will help you win the third.

Good leadership is your department. Remember, you are a professional. It is your business to administer your program as well as you possibly can with the resources available. Your staff, if you have one, is an essential resource. Motivate your employees. Let them have responsibilities that will stretch their abilities. When they perform well, reward them.

Your leadership extends to the entire company, too. You represent the company to the employees and visa versa. Wherever you go in the company — and you have seen this many times — the employees know you. They feel a certain rapport with you that they may not feel with their supervisors or managers. On the other hand, they also identify you with management. This means you can exercise strong leadership. It also means that you are in a position, as recreation director and a friend of the employees, to go to bat for your programs.

Dependable volunteers are the life blood of any recreation program. Volunteer leadership can be the most important element in your activities. As an administrator, you have a responsibility to find those volunteers, train them well and recognize their efforts. They are the people who will make your program look good and make your job much easier than it would be if you had to handle it alone.

Let me tell you, a chance to be a leader in the recreation program may be the greatest thing that ever happened to many employees. We had a shop employee when I was recreation director at Goodyear who was captain of a softball team. He always seemed to pick on one particular man on his team. We finally asked him, "Charlie, why are you so hard on that guy?"

"Well," smiled Charlie, "he's my foreman. In the shop, he's the boss. Out here, I'm the boss . . . and I won't let him forget it!"

Management support makes your employee recreation program possible. But it doesn't always come easily. You have to sell, sell, sell your program to management.

Talk to your managers and top executives about your program. Keep them informed and get them involved. Ask a manager to officiate at a sporting event. Invite top company officials to your functions. Arrange for them to hand out awards. Once you have sold them on one thing, sell them on something else. Over dinner at your awards banquet, tell them about the hobby clubs you have started or the new facility you need. You have to be tactful, but it can work.

Be alert to the personal recreation interests of top executives. If you have a vice president who is an avid golfer, get him involved in your golf league. Talk with him about support for golf and, later, tell him about other activities. Perhaps you have a top executive who is interested in physical fitness — and many of them are today. Get him involved in the recreation program through a cardio-vascular fitness class. Once he is personally active in your program, show him other recreation areas that need more management attention. He will probably be very receptive.

Finally, use the example of other executives who support employee programs. NIRA has an excellent publication, *Top Management Speaks*, that gives you page after page of support for employee recreation from some of the most prominent business leaders in the nation.

In this book, Henry Ford II, Chairman of the Ford Motor Company, says, "The benefits of employee recreation are intangible, but they are indeed substantial ones . . . Providing suitable recreational outlets for employees helps to give them a common identification and broadens their satisfaction with their work."

Goodyear Tire & Rubber Company's Chairman of the Board, C. J. Pilliod, says about the investment in employee recreation, "We consider it money well spent because it lets our employees know we care about them over and beyond what they produce on the job."

Top Management Speaks contains many more statements like this. Use it. If you do not have copies, order

some from the NIRA office* and send them to your executives. Show them that the top men in their field support employee programs.

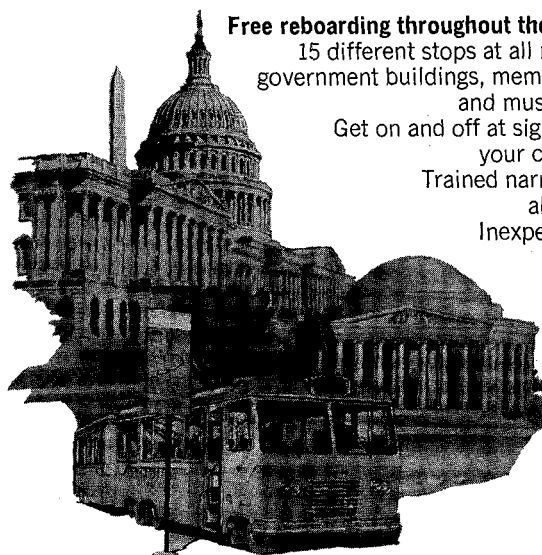
Chuck Bloedorn, CIRA retired as Director of Recreation for Goodyear Tire & Rubber Company in 1976. He began his Goodyear career as a semi-professional basketball player and later helped build one of the largest and best-supported employee recreation programs in the United States. His program won the NIRA/Citizens Savings Award for overall excellence in 1962 and, again, in 1972. Shortly before Bloedorn's retirement, Goodyear Chairman of the Board C.J. Pilliod was named NIRA's Employer of the Year for his outstanding support of employee recreation and services.

Bloedorn was a member of the NIRA Board of Directors for many years and served as 1965-66 NIRA President. He has remained active in the Association and is an employee recreation consultant, based in his Cuyahoga Falls, Ohio home.

*See order form at the back of this issue.

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CIRCLE READER SERVICE CARD NO. 8

To Succeed, Get into the Organization

by John Spears

To be a successful recreation manager today, you must view your position in a larger organizational context. First, you must deal with recreation not only as a specific service to employees, but also as a function of corporate policy. Secondly, you must identify corporate goals, work toward them and make them work for your programs. Finally, you must plan your programs in the context of new developments in employee relations.

Understand recreation's role

Recreation is good for employee relations. It increases employee goodwill for the employer and brings workers and managers together in a relaxed setting.

We know these reasons for employee recreation so well that we may not stop to think why they are true. The need for recreation, like the need for work, is basic. To encourage satisfaction and productivity in employees, progressive employers address both needs.

According to a widely accepted theory by Maslow, people seek to meet their highest unsatisfied needs. Maslow lists those needs in order of fulfillment:

- Level 1 — Physical needs: sustaining life and perpetuating the species
- Level 2 — Safety needs: protection and survival
- Level 3 — Social needs: living as part of a human community
- Level 4 — Security: acceptance by the community; a sense of belonging
- Level 5 — Self-fulfillment: a feeling of having reached one's potential

A Stanford University study conducted in 1965 asked Americans which of these levels they felt they had reached. At that time, the majority of those surveyed felt they had attained the middle level, satisfying their basic physical, safety and social needs. Overall, the study results distributed people's levels of satisfaction along these lines:

- Level 1 — Physical needs: 10%
- Level 2 — Safety needs: 15%
- Level 3 — Social needs: 43%
- Level 4 — Security needs: 30%
- Level 5 — Self-fulfillment: 2%

The Stanford study went on to project the future satisfaction levels of Americans. By 1990, researchers predicted, the distribution of satisfaction will look more like this:

- Level 1 — Physical needs: 2%
- Level 2 — Safety needs: 14%
- Level 3 — Social needs: 30%
- Level 4 — Security needs: 40%
- Level 5 — Self-fulfillment: 14%

Those big increases in the higher levels of personal satisfaction, the Stanford group speculated, will be realized in increased leisure time. The trend is crucial to recreation services, including employee programs. It is happening because Americans are being educated in recreation. They expect more free hours and more exciting things to do with their leisure time. Smart com-

panies already realize that providing recreation services for their employees will enhance the employer's position as a source of satisfaction.

Identify management goals

To be successful, you must contribute to corporate goals. This applies to business, industry and government recreation. Contributing to corporate goals wins recognition and support for you and your programs.

Management goals have changed over the years. Originally, the primary goal of any business was to realize a profit — the higher the better. Then, in the 1940's, as business organizations matured, organizational maintenance became a matter of concern. Now, in recent years, more socially-oriented concerns, including equal opportunity and employee welfare, have become increasingly important. All three goals remain essential.

To succeed in the corporate environment, a recreation manager must make him/herself aware of what the organization hopes to accomplish and how managers and supervisors are expected to contribute. You must show an understanding of the entire organization. Be able to relate to various management people in their respective areas. This will mean learning about the organization's product or service and becoming aware of the problems of other departments.

Make yourself visible when you contribute to the organization. Alert management to talented employees you find through the recreation program. You are in one of the best positions to see employee talent that could otherwise be overlooked. When you develop leadership and share your discoveries with management, you not only reinforce your position as a trainer, but also demonstrate your awareness and concern about corporate needs.

Initiate programs. Take an employee interest survey. Find what employees want and present your findings to management. Again, you will help improve employee relations and show management how your area fits in the organization's overall effort. Of course, you must be prepared to follow through on your suggestions.

Meet the future

The pursuit of self-fulfillment will create a growing need for recreation programs in the future. Employees will exert increasing pressure for new programs. You must be prepared to offer a smorgasbord of activities to interest not only your traditional athletic leagues, but also employee interests in fitness, hobbies, educational activities and cultural events. There will be a closer relationship between recreation programs and corporate goals in the future as organizations — sometimes reluctantly — consider employee interests of all kinds. If

you remain current in your knowledge of the company's operation, you will be ready to help meet those goals.

You can expect that as worker interests become more important, your position as a recreation manager will grow in importance as well. You can expect increasing numbers of recreation managers to be tapped for greater corporate responsibility. If that is your desire, plan for it now.

To be successful today, you must be prepared for the future. Learn to be flexible. Be able to step back from recreation and see the full range of activity in the organization which you serve. Learn as much as you can about other areas of your organization to give yourself a broad picture of your employee's needs and of the powers that shape their lives and contribute to your success.



John Spears is a management assistant for State Farm Insurance in Marshall, Michigan. He has also served in data processing, accounting and personnel management positions with State Farm. He has taught college on the undergraduate and graduate levels, primarily for personnel management courses. He has also conducted seminars for businesses, hospitals, the American Management Association and NIRA. PM

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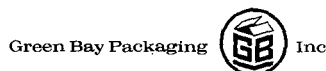
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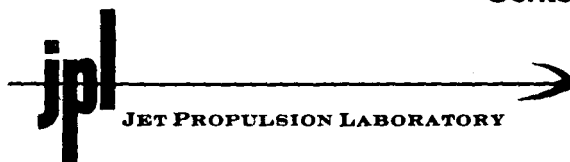


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organization profile

PARSONS EMPLOYEE RECREATION CLUB

with Robert A. Pindroh

The Parsons Employee Recreation Club (PERC) serves the recreational needs of 5,000 home office employees and families of the Ralph M. Parsons Company in Pasadena, California. The success of PERC in its short history can be attributed to top management support and employee involvement throughout the company in policy making roles. Under the leadership of Executive Manager **Bob Pindroh**, PERC utilizes the talents of fourteen employee representatives to develop and implement a program designed to meet every employee's needs.

PERC began as a result of numerous employee suggestions in January 1976. With the support of executive corporate management, the club was chartered in the State of California as a nonprofit corporation in March of 1976. Parsons management also agreed to the use of company publications, bulletin boards and office space, as well as the use of reproduction and interoffice mail systems to organize and promote PERC.

The club's activities are financed primarily through annual dues of \$5.00 and the profits from a film processing service. PERC's services, though aimed at home office personnel, have been utilized by the company's various job sites around the world.

PHILOSOPHY Meets Everyone's Needs

PERC's underlying philosophy and purpose is to further the morale and the social and physical welfare of the employees through social and recreational ac-

tivities. To achieve this, the following objectives have been established:

1. To make available to its members and their families a wide field of recreational and social activities
2. To foster and encourage the development of subsidiary clubs in various sporting and hobby activities
3. To make available various convenience services
4. To improve, enhance and solidify employee/management relations

A four-part program of athletic leagues, special events, subsidiary clubs, and merchandise discounts was developed to meet these objectives. Popular activities include coed softball, basketball, golf, bowling, tennis, hiking, shooting, flying, drama, dinner/dance outings, a picnic, an arts/crafts exposition, and the PERC "Great Race." Each club and athletic league is led by an employee president and other elected officers. The special events are organized, planned and directed by an employee chairperson. This direct involvement has been a major factor in the success of these activities.

ORGANIZATION Council of Representatives/Committee

PERC's by-laws provide for strong employee representation in the governing structure. Parsons is divided geographically with each location or district having a

representative. There is one representative for every 350 employees. Districts elect their representatives to the PERC Council. The Council in turn elects its governing officers for one-year terms. District representatives serve two-year terms, with those from even-numbered Districts elected in even-numbered years and those from odd-numbered Districts running in odd-numbered years. Each District representative, along with his/her sub-reps, personally distributes PERC information to keep employees up-to-date as to activities, services and programs. This system also gives reps the opportunity to learn about the employees' needs.

The District representatives meet monthly, at alternating lunch and dinner meetings, to conduct PERC business. The Council's officers plus a member-at-large from the Council make up the Executive Committee, which meets once a month with Executive Manager Pindroh to assist with policy decisions and recommend various activities and programs for the Council's consideration.

Council members also head one of several governing committees:

- The **Membership Committee** recruits new members for PERC.
- The **Document Committee** periodically reviews PERC's by-laws and suggests revisions as necessary.
- The **Publicity Committee** provides necessary publicity for PERC in the form of the "Percolator" and a calendar.
- The **Sub-Club Committee** serves as a liaison between sub-clubs and the Council of Representatives.

TOP MANAGEMENT INVOLVED

Parsons' executive managers take an active interest in PERC and supports its Council. They are aware of the club's value in increasing morale, productivity and an *esprit de corps* among the employees. With this teamwork, Pindroh is confident that the recreational needs of every Parsons employee will continue to be met.



Bob Pindroh was hired by The Ralph M. Parsons Company in January, 1976, to organize and develop an employee recreation club to serve the 5,000 home-office employees. Bob has a BS in History and Physical Education from the University of San Francisco and an MA in Physical Education from California State University, Los Angeles. He is also the Vice-President of the Burbank IRC.

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professional services directory

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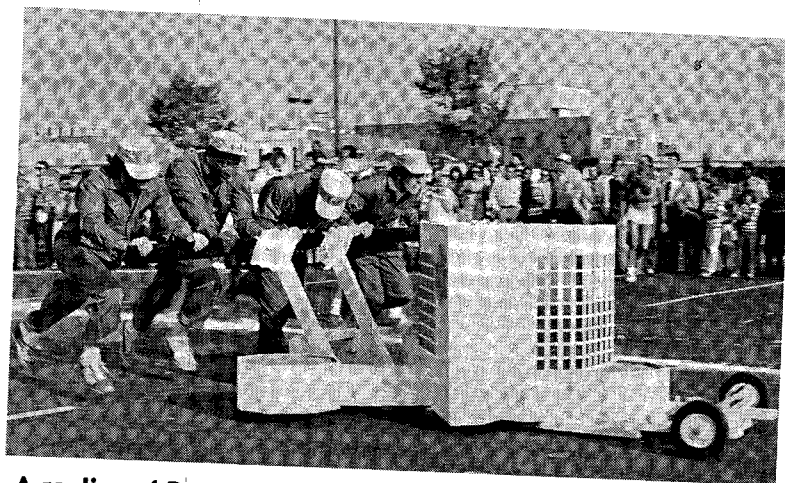
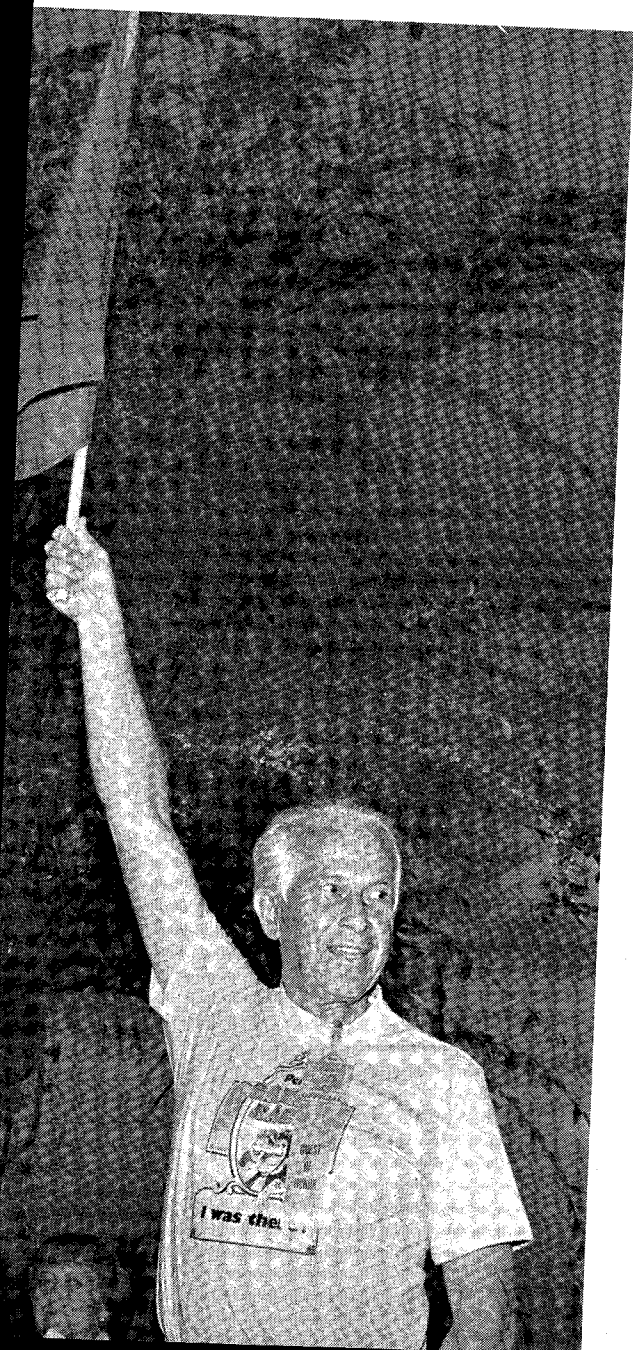
CIRCLE READER SERVICE CARD NO. 9

THE GREAT RACE

The Indy 500 it isn't.

Parsons' Great Race pits one wacky vehicle against another in a contest of engineering skill and pure whimsy. Crazy as the competitors may appear, they conform to strict regulations. Each entry must be an "unconventional vehicle not powered by motor or pedal". Each team must represent a Parsons department and consist of no more than nine members. During the Race, one team member must ride in the vehicle and at least one wheel must remain on the ground at all times.

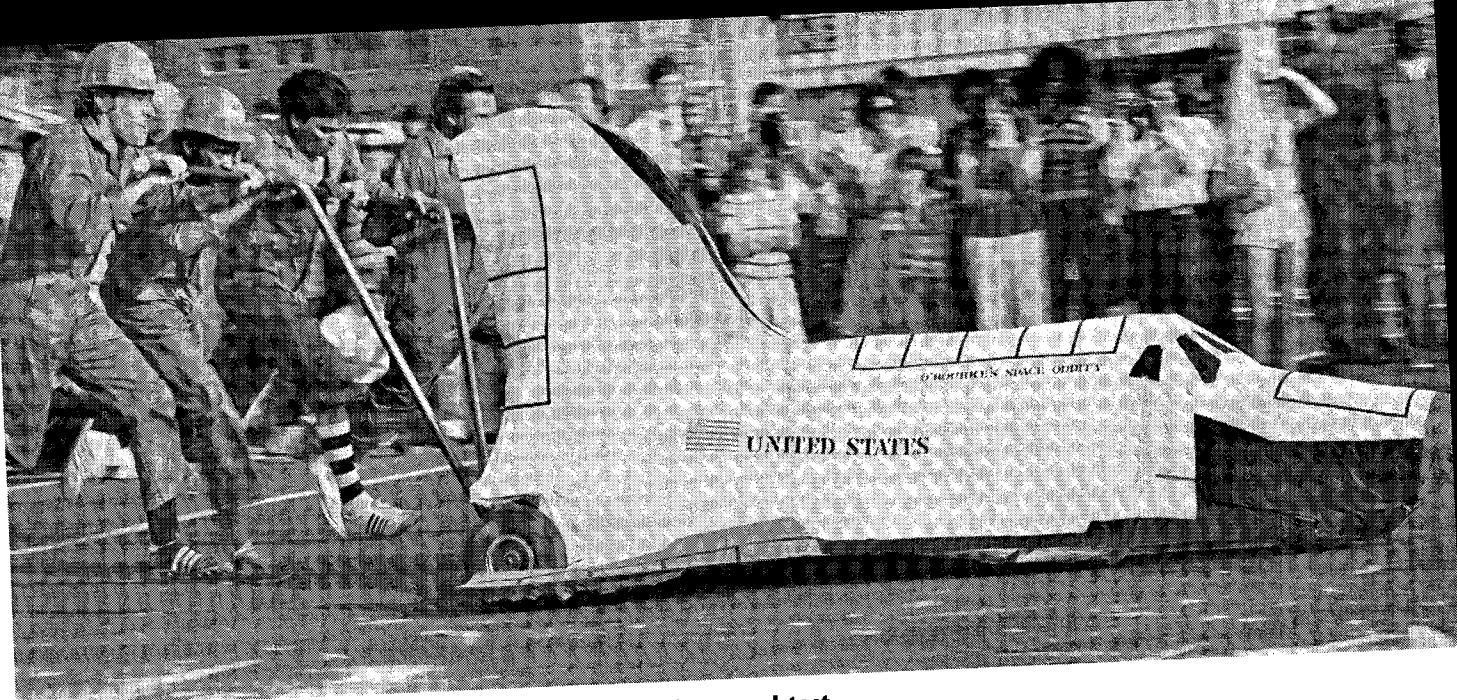
Entries are judged on their design, originality and speed. The fastest vehicle is not necessarily the winner . . . and the winner is not necessarily a "vehicle" by any but the most unconventional standards. Here are scenes from the 1977 Race.



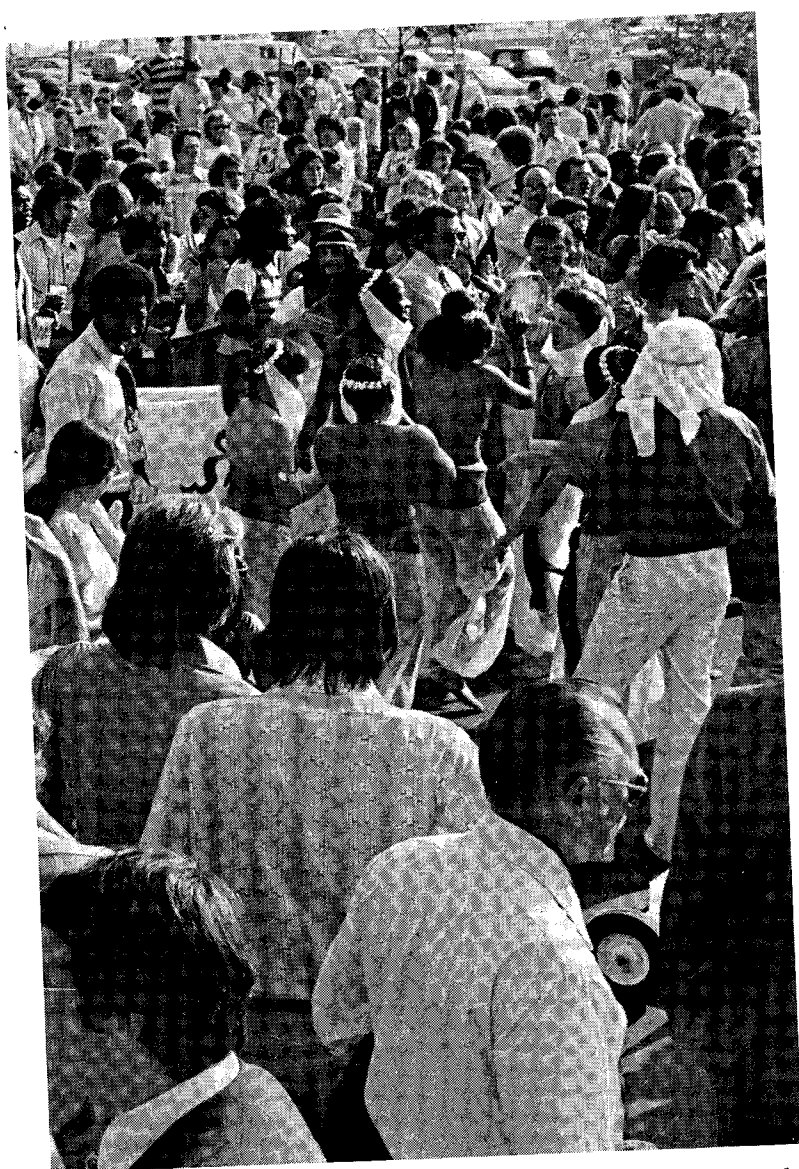
A replica of Parsons Headquarters was fastest.



(Above) Exotic cheerleaders added to the excitement. (Left) Parsons President Leonhard started the Race.



"O'Rourke's Space Oddity" flew down the runway in its speed test.



A festive pre-race crowd near Parsons Headquarters generated its own spirited entertainment.



Captain of the victorious team held his trophy. A new field will challenge the champs.

Checklist

How to Organize a Large Party

by Tim Shroyer, CIRA

SO you want to have a large party for your employees and retirees. *Are you sure?* Have you taken into consideration how much work is involved? Let's look at a brief rundown of what is involved, then discuss each category individually. You must consider:

1. Number of employees (or those eligible to attend)
2. Facilities and parking
3. Duplicating and mailing
4. Insurance and bonding
5. Security and safety precautions
6. Food and beverages
7. Entertainment
8. Favors, prizes and awards
9. Employees and volunteers
10. Signs and display materials
11. Equipment and supplies
12. Exhibits
13. Games, dancing and miscellaneous
14. Budget

All of these categories are interrelated and can not truly be considered individually.

NUMBER 1: Number of Employees

Obviously, the number of people you expect to attend reflects directly upon all aspects of the party. In figuring your expected attendance, take into account:

- A. Number eligible to attend
- B. Guest policy
- C. Age group eligible
- D. Location (distance) and type (indoors, outdoors) of facility

- E. Parking
- F. Day (workday, weekend)
- G. Date (summer, winter)
- H. Conflicting company events
- I. Previous year's attendance and conditions

Once everything has been weighed and an estimated attendance has been determined, you can move on to other items.

NUMBER 2: Facilities and Parking

Your facility should be chosen on the following basis:

- A. Estimated attendance
- B. Location and parking area available
- C. Acoustics (if appropriate)
- D. Costs
- E. Security
- F. Reputation and credentials
- G. Equipment (in house) available

If you own your own facility and have control over the employees, you're home free. If you have to rent a facility, make sure that all costs are covered in your contract. Secure information and costs for:

- A. Security
- B. Administrative costs
- C. Advertising and signs
- D. Stagehands and equipment
- E. Rest rooms and storage rooms (their cleaning and upkeep)
- F. All employees normally needed for set-up and take-down
- G. Electrical outlets, heating, air conditioning, etc.
- H. Tables, chairs, stages, podiums, public address

systems, light system, etc.

- I. Food and beverages (if applicable)
- J. Any unions involved
- K. Parking and attendants

Be sure items are covered in your contract with the facility or contracts for outside suppliers.

NUMBER 3: Duplicating and Mailing

If invitations or notices are to be mailed, they can create a very large cost in your budget. Not only will they cost 13¢ per envelope to mail, but, if you require an R.S.V.P., they will also cost another 9¢ per card or 13¢ per envelope. In your mailing you may want to include:

- A. Letter of invitation
- B. Map
- C. Admission ticket
- D. Parking ticket
- E. Door prize ticket
- F. R.S.V.P.
- G. Agenda

Many of these items can be combined on one sheet or card. The fewer inserts you have, the less your cost will be for duplicating and stuffing. You will also reduce the risk of loss. If you can issue any tickets or flyers at the door, do so.

NUMBER 4: Insurance and Bonding

Make sure that every one attending and any property utilized is insured. Protect yourself and your company. Bond anyone who will be handling large sums of money.

NUMBER 5: Security and Safety Precautions

At any party, a certain amount of security is necessary. Remember, the larger the crowd the greater the chance of theft and vandalism. Use uniformed officers and keep them highly visible.

As a safety precaution, always have a good first aid kit handy and have someone on hand who is qualified to apply first aid (preferably a doctor or nurse). Quick access to a rescue squad, police department, fire department, or ambulance service is essential.

NUMBER 6: Food and Beverages

Food and beverages will undoubtedly be your most expensive category. Any party requires refreshments, and the longer the party lasts the more necessary it is to provide food. Obviously, a sit-down dinner will cost more than hot dogs and hamburgers at a concession. Make sure a contract is arranged indicating the exact costs of all items:

- A. Cost per setting (sit-down meal)
- B. Cost per person (snacks)
- C. Gratuities and labor
- D. Table cloths, tables, chairs, etc.
- E. Bartenders
- F. Cost per beverage (usually 1/2 barrels of beer, tanks of soft drinks, and gallons of coffee)

Also, make sure that someone is assigned to count tables, soft drink tanks, food, etc., to check on the number for which you will be billed.

NUMBER 7: Entertainment

If entertainment is desired, you must determine the kind and quality. If you want local talent or charitable groups, your chamber of commerce or fellow employees will provide you with many suggestions from which to choose. If you want semi-professional or professional entertainment, check with your area nightclubs, dinner theatres and theatrical agencies. Most can be found in the yellow pages of your telephone directory. Remember, there is no limit to how much you can spend for entertainment. Stay within your budget! Once again, have a contract explaining specifically what your entertainment will provide and what you will pay. Remember to check:

- A. Soundman and amplifying systems
- B. Electrician
- C. Lightboard and operator
- D. Spotlights, fresnels, ellipsoidals, front lighting, side lighting, etc.
- E. Stagehands for set-up and take-down
- F. Background and scenery
- G. Dressing rooms

Timing is of the utmost importance for any entertainment. Know how much time is needed to set-up and take-down and know how long the performance will last. If your entertainment is roving or just background music, take into consideration volume and location as well as timing.

NUMBER 8: Favors, Prizes and Awards

If favors are to be distributed, make sure every party goer gets one. They must be small and light enough to carry in pockets or purses. If your favors are awkward in size, distribute them as your guests leave. Be sure to order them early enough to assure their arrival before the event. They can be inexpensive but should not look cheap. Never under-order! It is better to have some left over than to contend with an unhappy or complaining guest.

continued on following page

If door prizes are to be given away, display them prior to the drawing. If they are difficult to carry, have them on display and deliver them to the winners' homes at a later date.

If awards are to be presented, make them quick and to the point.

If games such as bingo or a Monte Carlo event are scheduled, set aside a prize table where the winners may collect their prizes during or immediately following the event. Keep the table away from the action.

NUMBER 9: Employees and Volunteers

At any large party you need a staff of volunteers or employees. You will need reliable personnel to handle food and beverages, mailings, security and safety and entertainment. In addition to those directly affiliated with the facility and/or parking, you will need:

- A. Door attendants
- B. Prize table personnel
- C. Game personnel
- D. Announcers

You will also need at least one assistant for every 300 people expected. The event will run smoothly if you can delegate responsibilities to each assistant well in advance. Several employee meetings along the way are strongly suggested.

If your employees are to be paid, the cost will probably fall just below food and beverages and facility rental in total cost.

NUMBER 10: Signs and Display Materials

Any and every party needs signs. Require lists from all of your assistants as to what signs they need for their assignments. Included among them should be:

- A. Entrance(s) and exit(s)
- B. Rest rooms and refreshments (if needed)
- C. Door prizes
- D. Welcome
- E. Parking
- F. Signs connected with games
- G. Signs connected with exhibits

Any displays or areas of high traffic should be highlighted by decorative curtains or drapings. These can be rented at a relatively reasonable rate or you can purchase decorative paper to place as skirts around tables. Paper will be adequate and cost less. All tables and stages should be skirted. Decorative roping will enhance a display and can help guide traffic.

NUMBER 11: Equipment and Supplies

Every party needs a long list of equipment and supplies. Have all of your assistants keep lists of everything they need for their assignments and periodically check with the person in charge of equipment and supplies. Be safe: purchase more than you think you will need. Anything left over can be utilized throughout the year

or at your next party.

NUMBER 12: Exhibits

If you plan on having any type of exhibit or demonstration, the key points to remember are:

- A. Make arrangements early
- B. Confirm your arrangements two or three times prior to the event.

Make sure you plan for:

- A. The take-up and take-down
- B. Employees or representatives involved
- C. Flyers, leaflets or brochures
- D. Electrical outlets and mechanics involved
- E. Scenery
- F. Security
- G. Insurance

NUMBER 13: Games, Dancing and Miscellaneous

Depending on the type of party you offer, you may have many miscellaneous activities. Games, dancing, speeches and awards presentations are among the most common. Assign an assistant to each of the special projects. Many of the items listed as categories will directly involve these activities. Be certain that *everything* is covered.

NUMBER 14: Budget

This may very well be the most important segment of the entire party plan. After all, without a budget there probably wouldn't even be a party. After all tentative costs are derived from the above categories and any additional costs derived from categories not covered (and there will be several) you are ready to collect estimates from all of your assistants and summarize a total budget. In some organizations, a budget is authorized prior to planning for the event. In either case, a budget is needed. Present your estimated total (with line items) for approval. There will always be additions, deletions, and corrections. The more people involved in decision making the harder it is to finalize any activity. Once the revisions are made, gather together your assistants to review the overall project. The budget is approved; plans are laid; all systems are go.

Tim Shroyer, CIRA is Coordinator of Athletics and Employee Recreation for Delco Air Conditioning Division of General Motors Corp. in Dayton, Ohio. He holds a B.S. in Education/Recreation from Bowling Green State University where he was a founder and the first president of Alpha Lambda Omega, an honorary recreation fraternity. He is the founder and president of the industrial/private section of the Ohio Parks and Recreation Association and assistant editor of the *OPRA Springboard Magazine*. He is active in the Dayton Industrial Athletic Association, a NIRA-IRC, and helped organize the first NIRA Region II Conference and Exhibit last October.

PM



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Work and Recreation: The Imperative Combination

by Jose Emilio Amores

In the nineteenth century, England achieved political supremacy in Europe, trade with the East, products and free labor from her colonies, and the consolidation of a great empire. From a wealthy country, she had risen to become the owner of the world. The English gained new leisure time. As a result, sports blossomed.

History, according to Toynbee, develops in a spiral manner. Events repeat themselves — not as mirror images, but rather as a painter's portrait recreates a face in a unique but familiar image. The development of leisure activities, likewise, has occurred in various but similar ways throughout history.

The English discovery of organized recreation in the nineteenth century repeats a similar situation that developed in ancient Athens, at a time when everyone was working except the Athenians. They were creating the science, art and philosophy which were to shape human lives for twenty-five centuries. During the Middle Ages, thanks to leisure time in the feudal European courts, orders of knights flourished with their games and romantic legends. In the fifteenth century, wealthy Florence gave birth to the Renaissance and its explosion of artistic achievement.

From the historical point of view, man must be seen as psychologically compelled to use his energy in some creative activity. Unlike other creatures, he cannot spend his entire life in the simple satisfaction of his physiological needs: food, shelter, sleep, sex, and so forth. He cannot ignore them, since that would bring about his annihilation, but neither is he satisfied filling only those needs.

After satisfying his physiological needs, man must find a balance between work and recreation. At times, he discovers science in a need to understand his natural world. At other times, he creates philosophy in search of an understanding of his inner self. Sometimes, he produces art as an expression of his emotions, or discovers himself through religion, politics and ethics.

While inventing a work-play duality, man creates culture and, along with it, a balance which makes life worth living. Originally limited by the narrow world of basic physiological needs, man rises up to break loose. He passes over these limitations by two means: work and play. The goal of each is to satisfy the necessity of being individually different. In this way, work and play are inseparable from the nature of man.

Work is an organized activity through which man satisfies the need to know that he is useful. The way is made easier because other people guide him. Play, on the other hand, is a free pastime. Being unstructured, it produces a variety of results. Sometimes man, not knowing what to do, invents rules which must be faithfully followed, as in sports. At other times, he uses his limitless imagination to appreciate the arts and the world of ideas. In still another possibility, he may make the problems of society his own, crusading for a cause.

Whatever the case may be, recreation as a free pastime will lead him to a better physical, emotional and social state. On the other hand, when man does not know how to use his free time an anguish is created which can only push him back again into the daily work pattern. For his own mental health, man must maintain

a balance of work and play.

Work, with regard to formal structure, is a kind of football field in which activity is limited by certain rules of behavior. Within those rules, people can move with freedom in search of satisfaction for having accomplished tasks of importance. To do important things, relevant to oneself, creates in each person a sense of life. For that reason, work is more than economic sustenance. It is also the basis and means for psychological as well as physiological survival.

No one is fulfilled working for bed and board alone. When this happens, man will always find an escape. He may free himself by forcefully liberating himself from an enslaving situation or by retreating behind an indifferent expression and a lack of feeling.

If work is to satisfy psychological and physiological requirements, behavioral rules must point toward two principal objectives: first, that work produce something of benefit to all society; and, secondly, that work permit each person to realize his usefulness in his own eyes, as well as in the eyes of others. When these two conditions exist in any given system, material and cultural advances are produced which give it an advantage over any other system. When the balance is disturbed between these two factors and one cedes an advantage to the other, either an absolute state of dictatorship occurs or society falls into fruitless and irresponsible dallying. History shows that neither of these extremes helps man to find happiness.

Inevitably, one arrives at the conclusion that man's most important activity is work. It is through work that he satisfies daily his need to create something and realize his own worth.

Man is happy when he does something well. Such a state of happiness carries with it another primary psychological need: that others recognize his achievement and make their recognition known. The need for recognition is not narcissism. Narcissus' sin was that he loved only himself. When he looked into the pool he saw only his own reflection. He lacked the sensitivity to see the world which surrounded him, and the beauty of that world. He was incapable of feeling the presence of other people, the things they created, and the joy of sharing. The working person needs recognition because he lives among his fellow men, shares with them the happenings of his life and needs them to share his discoveries. He is like the young child who goes to the sea shore for the first time and turns anxiously to his friends to say, "Please, come help me look at it". The need for recognition is simply the need to share with others what has been accomplished by an individual.

Now we face the question of how to enjoy our free time. At first glance the solution seems simple: repeat what we do in our work: do something of value and

share it with others.

The terms "recreation, play, use of free time" are synonymous within a single concept. This concept becomes apparent if a person loses the means by which to exercise his creative capacity from one day to the next. To live for work alone is monotonous and spiritually deadening.

Recreation is not a mere pastime, but a vital activity. Just as work provides a means to gain recognition, recreation opens a way to express oneself. Nevertheless, unlike the work routine, the rules of recreational behavior are not imposed by an outside agent. Rather, they exist independently and should be respected for their own, creative ends.

To be creative does not necessarily mean to possess the capacity to make something new or original. By creative activity we can also mean anything that man does with the goal of doing it better each time. Any observer might argue that this definition applies equally to

continued on following page

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Work and Recreation continued

good and evil. In this instance we are not moralizing, but rather searching for the wealth of riches within man. For that matter, our focus should always be toward the good in a person, and not on his negative qualities.

In recreation, as in the world of labor and the professions, activities are as numerous as the imagination is wide. Some activities will be practiced well, while others will be poorly developed. Anyone who uses his free time simply to while away the hours will be as sterile as the person who watches the clock while working, waiting for the time to go home.

There are numerous examples of positive recreational activities: sports, study, social service activities, hobbies, artistic endeavor and knowledge and practice in the science of human behavior. All these, with their multiple variations, are ways to satisfy basic leisure needs.

Sports are a recreational activity with an ambivalent work-play nature. To take part in sports is to contribute to physical and mental health. On the other hand, sports demand competition in which "the best man" wins. In the world of sports, man fulfills the need to respect himself, to win the respect and affection of others, and to share his achievements. The history of man's competitive activities has oscillated between the olympics of Athens, tribal wars, the games of knights, the crusades, modern games and wars of power. In all cases, the line between work and non-work is blurred to some degree.

In another dimension, but with equal importance in the search for happiness, appears study. Man is inquisitive and does not rest until he finds answers. Studying in itself can be tiring, but the satisfaction of new understanding is difficult to find by other means. One of the myths which has been discredited in the last quarter of a century is the belief that formal education properly ends with youth. According to this myth, there is a time to go to school and a time to work, as if man were divisible into two parts. Fortunately, attending school is not dependent on age. The only effect age has is to cause us to search for different types of learning experiences. Moreover, education has extended itself beyond the limits of traditional schools, and now satisfies individual preferences through informal groups devoted to music, gardening, travel, the theatre, aesthetic appreciation, and a thousand other fields.

Man, once he has satisfied his basic needs, is not content with mere survival. He also needs to know how to live: to feel loved; to know he is useful; to share emotions and knowledge; to search for new horizons; to be secure in his own self-worth and be recognized for his unique aptitudes. These are the satisfactions which derive from both work and the wise use of leisure time.

Recently, recreation has become more accessible to larger numbers of people, due to the gradual rise in general educational levels, activity on the part of government and the participation of private business. In my home, Monterrey, Mexico, industry has realized the

value of creative leisure time since about 1920. It has directly promoted activities among its employees, and has assisted in the forming of clubs such as the *Circulo Mercantil* and *Factores Mutuos*.

In the United States, at the end of World War II, business began to patronize recreation among its employees. This is singularly outstanding in a country already rich in recreational opportunities. In the United States, more than in any other country, a person has infinite resources available for use of leisure time: schools of every kind, abundant arts, sports, state and municipal parks, three thousand YMCA installations, travel facilities, and a high per capita income. Under such conditions, the employee does not need his employer to make recreation available. Nor does tradition encourage companies to get into an area which appears to be the private domain of the employee. Nevertheless, large and small businesses promote recreation as a means of developing workers as happier, more productive human beings.

As managers, our collaboration with the worker for the development of his leisure time is a matter of attitude and economics. Dealing with a person who is physically healthy, emotionally stable, involved with his family in his leisure time and capable of learning, produces a more pleasant and harmonious working environment. He who combines recreation with his work is more productive to himself and to others.



Jose Emilio Amores is Director of Services for Dinamica S.A. in Monterrey, Mexico. A chemical engineer by education, he has been a professor and college dean, a prize-winning engineer and a serious promoter of the arts in Mexico. He is a writer of poetry as well as technical and educational papers. He has been a member of the NIRA Board of Directors, representing Region IX (International), since 1973. RM

The Dallas Conference Delegate's Budget Planner

Attending the 1978 NIRA Conference and Exhibit, May 18-23, will be an investment in professional education. As reported in earlier issues of *RM*, the 37th Annual NIRA Conference and Exhibit will include more hours of educational sessions than any previous NIRA meeting. Special attention to session scheduling will make it as convenient as possible for each delegate to attend all sessions in his or her areas of concern. A complete spouse's program, to be announced next month, will make the event interesting and entertaining for the husbands and wives of delegates as well.

Recently, general budget information was released to assist potential delegates in planning their May trip.

ACCOMMODATIONS . . .

. . . at the NorthPark Inn in Dallas will be surprisingly economical. Nightly rates for single rooms will be just \$28. Double rooms will cost \$35 per night and triple accommodations will cost \$40 per night.

REGISTRATION FEES . . .

. . . cover an average of two meals per day during the Conference, including the management luncheon, awards luncheon and President's Ball. They cover admission to all exhibit sessions (some of which include refreshments), entertainment and meals at Dallas amusement centers, as well as transportation to and from Six Flags and Ranchland hosted events.

Registration fees will be discounted to those who sign up by April 15. For advanced registrants, fees will be:

NIRA Member Delegate \$125.00

Spouse 65.00
Non NIRA Member Delegate 140.00
Student 65.00
Student, without meals 10.00
Child 65.00

After April 15, students who register for the Conference without meals will pay an additional \$5.00. All others will pay \$10.00 more than shown above.

TRANSPORTATION . . .

. . . will include air travel for most delegates. Sample round-trip coach fares between Dallas and several major U.S. cities will provide a basis for individual travel cost estimates:

Atlanta \$172.00
Chicago 180.00
Cincinnati 184.00
Detroit 210.00
Los Angeles 238.00
New York 262.00
Phoenix 192.00
Washington, D.C. 240.00

Delegates may also want to rent cars during their stays in Dallas. Next month's *RM* will carry news about a special car rental arrangement for the Conference.

For additional details on delegate's budget information or for answers to any questions about the Dallas Conference, contact NIRA headquarters. **RM**



by
Melvin C. Byers, CIRA
NIRA Consultant

Q Our recreation newsletter has carried a classified ad department for several years. It is a good service for buyers, sellers and "swappers" alike. Judging by the increasing number of ads we receive each month, the department is a big success. The ads have been so popular, however, that they have over-run space in the paper which we would rather save for recreation news and announcements. We cannot discontinue the classified department, but we cannot give up our newsletter to ads alone. Can you suggest any alternatives?

A Several employee recreation offices — especially those serving fairly large employee groups — have experienced problems similar to yours. In all cases, recreation directors are delighted to find their ad services becoming so popular. Few, though, want them to dominate recreation publications.

The most satisfactory alternative we can suggest is to shift your classified department to an in-plant posting system. The bulletin board medium can be highly effective, provided it is established and supervised according to a few simple ground rules.

Post a policy statement on each classified bulletin board. Have extra copies of your ad policy and forms for placing ads available in the recreation office, personnel department, company receptionist's desk and the gate house. Let these common-sense regulations govern your ad boards:

1. All advertisers must be employees or members of their immediate households.
2. Products and services advertised may not be associated with a commercial enterprise unless it is owned and operated by the employee — and then only when such advertising may be unusually beneficial to the greater employee group.
3. Employees may post no ads for product sales, activities promotion or fund raising for political, fraternal or religious organizations.

4. Deadlines for submitting ad copy and dates of posting must be established and consistent.

5. No ads may be posted for more than four consecutive one-week periods or more than eight weeks in any one year. No advertisement may be given more than one week's posting priority nor be scheduled for more than one posting period without a new written request.

6. Company and recreation association ads hold top priority, although they should be limited to a specified number which will depend upon the size of your posting area.

7. To be most effective, the ad posting boards must have a complete change of postings weekly. Classified ads, like all other bulletins, must be removed from the boards after each week's posting period. Take care that no "space filler" material such as OSHA information and equal employment policies becomes a fixture on the ad boards. Rotate all materials regularly.

8. Open space on ad boards should be devoted to general services announcements such as:

- News about employee group insurance, the credit union, social security, company pension plan, etc.
- Notices about medical services: annual physical exams, immunizations, and so forth
- Blood donor programs publicity
- Safety and good housekeeping notices
- Company product sales announcements
- General company news
- Food and refreshment services information
- Special events announcements
- Meeting notices
- Community and company fund-raising materials
- Educational and informative services
- Local public transportation maps and schedules

9. All classified ad bulletins must carry their posting dates and must indicate the employee-advertiser's name and how to reach him/her for further information.

10. The person responsible for publishing the classified ads may edit any ad to assure that it conforms to posting policies.

By all means, retain your classified ads — and consider posting them throughout the plant, office, recreation areas and (for unhurried reading) in the "john".

RM

meet your board



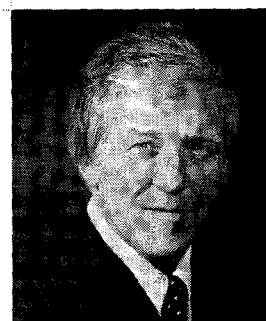
Jose E. Amores was elected Junior Director from Region IX in May 1976. He became a Senior Director last May. One of NIRA's members from outside the U.S., Amores is a member of the Board and Director of Services for Employees for Prevision Social Grupo Industrial in Monterrey, Mexico. His company joined NIRA in 1973. Amores is serving his second term as a NIRA Board member. A professional educator, Amores has been with PSGI since 1969. Prior to that,

he was a professor of chemistry and, later, the Dean of the College of Engineering at Monterrey Tech. He has been active in professional and social service organizations throughout his life.



George Grigor, CIRA, is a veteran Director from Region VIII. He became a Senior Director during the national Conference this May. Like Amores, Grigor is a chemist by education. In addition to a B.S. in industrial chemistry, Grigor has studied business administration. His position as Recreation Supervisor for Kodak Canada, however, follows a lifetime devotion to recreation. Grigor played professional hockey for the Chicago Black Hawks and for the Baltimore Orioles,

United States Amateur Ice Hockey Champions, 1940-41. He is Secretary Assistant for the Professional Hockey Players Athletic Association.



John G. Tutko, CIRA, is NIRA's CIRA/CIRL Director. His present term as head of the Association's professional certification program will expire in May 1978.

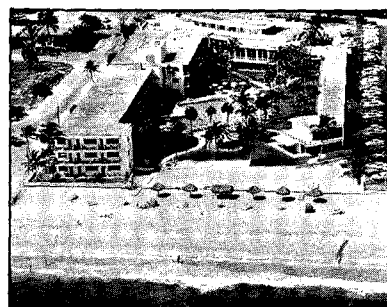
Tutko holds bachelor's and master's degrees in education. He has earned many additional credits in armed forces management schools and seminars. He has headed the employee recreation and services program for the Washington, D.C. headquarters of the Air Force for the past twenty years. He

has also assisted championship bobsled teams, including the U.S. entry in the 1964 Olympics. His work has earned him honors from NIRA and the Department of Defense.

Tutko is a member of the National Recreation and Park Association, a charter member of the League of Federal Recreation Associations and belongs to several other professional and honorary fraternities. He has served in various posts for the NIRA Board of Directors and directed the publication of the first *Who's Who in Business, Industry and Government Employee Recreation*. RM

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nira calendar

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Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton — (213) 847-9582.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Deneau — (313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings were suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

Region II will hold its second annual Conference and Exhibit in Toledo, Ohio in the Fall of 1978. Contact Mel Byers, CIRA — (419) 475-5475.

Region VII will hold its annual Conference and Exhibit, September 28-October 1, 1978 in Universal City, California. Contact Bill Ranney — (213) 764-0025.

37th Annual NIRA Conference and Exhibit will be held May 18-23, 1978 at the North-Park Inn, Dallas, Texas. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575. **RM**

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☐ Recreation Management Magazine

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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

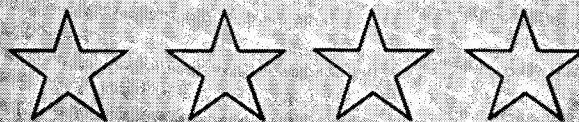
College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

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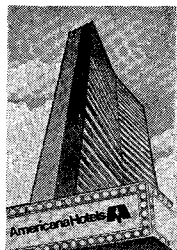
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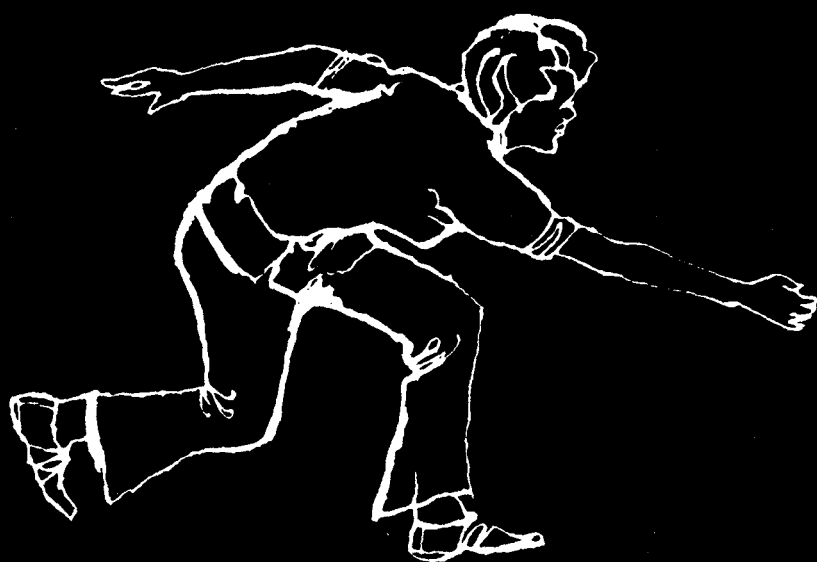
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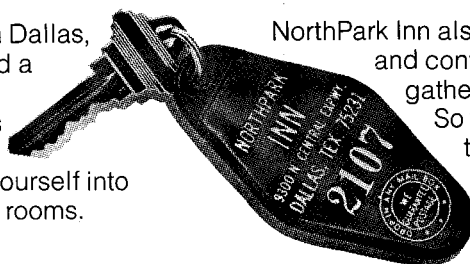
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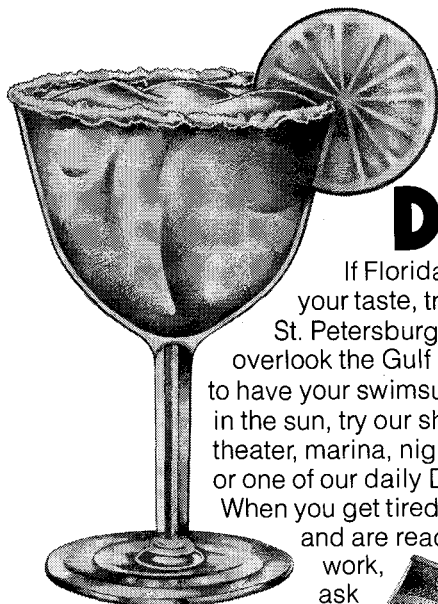
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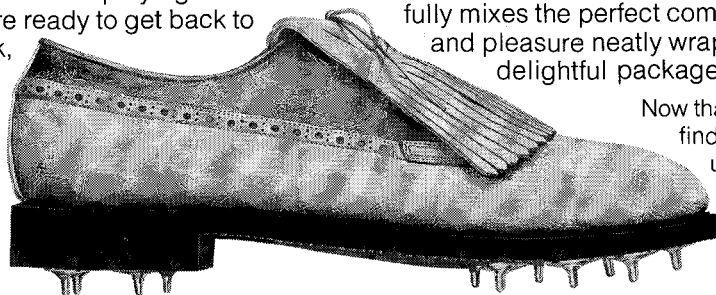
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Volume 21, Number 2

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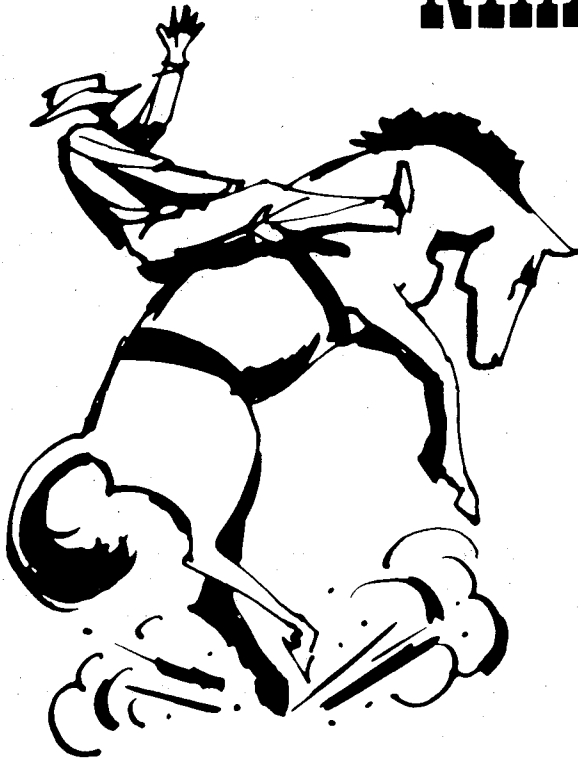
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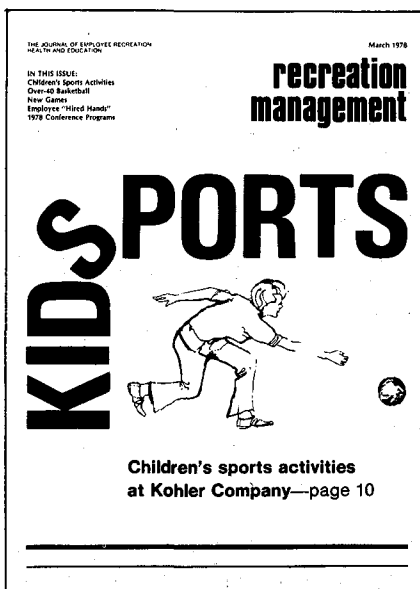


**37th Annual
Conference & Exhibit**

May 18-23, 1978

**NorthPark Inn
Dallas, Texas**

about the cover



Employees' families reinforce the morale-boosting effects of the recreation program when they participate. With this in mind, many companies include special activities for employees' children. In our March cover story, we focus on bowling and riflery for children at Kohler Company in Kohler, Wisconsin. Like the family picnics, Little League baseball, Christmas parties, junior golf leagues and many more children's activities at NIRA companies, Kohler's efforts help involve the total family.

Also in this sports issue, we cover an active basketball program exclusively for men over 40 and a unique "New Games" philosophy which can introduce a different approach to sports for all employees.

Next month: Employee Services

The NIRA President would like a word with you . . .

. . . about coping with change



**Fritz J. Merrell, CIRA
Olin Corporation
NIRA President**

Survival means coping with change. Change can be disconcerting. It can even be frightening. Given a choice, most of us would rather stick with what we know than have to adjust to the unfamiliar. This is only natural. Our suspicion of new ideas saves us from making hasty and ill-considered decisions. Unfortunately, fear of change can save us from not only hasty decisions but from wise ones as well. Even worse, it can shut us out of the future.

Fear of change is often a fear that we cannot cope — that we cannot "make it" under new circum-

stances. If employees demand new activities, we may be afraid that we will not be able to handle them. If new groups of employees demand programs to meet their special interests, we may be afraid of both the new programs and the new employees. Rather than face changes that threaten us, we may try to maintain the status quo by ignoring them.

Change will continue, with or without our consent. Digging in your heels and resisting change will almost never stop it. It will simply assure that you are left behind.

Assume that change is a fact of life. Prepare not only to accept it, but also to adapt to it and even to help direct it.

When change makes you uneasy, understand what is happening within yourself as well as around you. Try to remember something you feared as a child — something you now know is harmless. Realize that your fear of change — of the unknown — may still be operating as it did then.

Your fear of specific changes may be founded, at least in part, on fact. A departmental reorganization, for example, could affect your position. Ignoring the change or devoting too much attention to every rumor will not help. If you need information about a rumored change, ask for it. You are not "out of line" when you

inquire seriously about potential changes which could affect your area and, through it, the entire workforce.

After you have carefully and openly gathered as much information as you can about a coming change, take time to assess your situation. Exactly how will the change affect recreation and employee services? How can you work with the change to solidify or even enhance your area?

Remember, change can offer a new opportunity for you to show what you can do. If you need new information to handle the job, get it. You may have to consult specialists from other areas in your organization or take outside courses. You should also turn to NIRA for help. Some of your fellow members have probably experienced the changes you face and can help guide you through the unfamiliar territory ahead.

In short, face change with optimism so you can make optimum use of it. You cannot stop change, nor can you ignore it. You really have no choice but to make the most of it.

A handwritten signature in cursive script that reads "Fritz J. Merrell". The signature is written in dark ink and is positioned in the lower right corner of the page.

news in brief

Newsbriefs on work and leisure

Personnel matters are demanding increasing amounts of executive attention, according to a study by Information Science, Inc. The study indicates that 20% of top management time is consumed with personnel questions. Many executives surveyed expect the proportion to increase to 30% within five years.

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Information Science attributes much of the change to corporate attempts to keep a lid on rising labor costs. Growing demands of federal regulations in health and safety as well as equal opportunity contribute. The survey firm also credited increased attention to promoting employee satisfaction for the change.

*

If life seems to move faster as you get older, do not let anyone tell you it is because you are slowing down. The pace of American life has quickened in the last 15 years, according to a well-known "quality of life" index.

The index, compiled by Predicasts, Inc. of Cleveland, Ohio, measures the frequency of sixteen major events in people's lives. The list includes eight pleasant events (getting married, buying a new home, etc.) and eight unpleasant occurrences (getting divorced, losing a job, etc.). Between 1960 and 1976, Predicasts has calculated the average frequency of these sixteen events. The most recent results indicate that the pace, if not the quality of life, has increased dramatically in the past 15 years. The chance that at least one major occurrence would affect the life of each of us during a year was 65% in the early 1960's, but has climbed past 90% in recent years. Unfortunately, the chance of a pleasant event's occurrence has declined.

The most significant shifts in life patterns show important changes in the way Americans live and play. In the pleasant column, the chances that an American will travel abroad have increased 225% in 15 years. On the other hand, the chance that one of us will be the victim of violent crime has risen 188%. Changes in family life have been rapid, too. The chance that one will be divorced in the coming year has increased by 120%. The only significant decrease in major events was in the birth-rate. An American's chance of becoming a parent declined 35% from the early 60's.

Recreation directors, of course must cope with changing life style personally as well as professionally. In some cases, as with the dramatic increase in foreign travel, they have actually helped promote those changes. Recreation and personnel administrators will realize, however, that the increased pace of life creates stress which can adversely affect employees at every level.

*

If your employees dream of spending a vacation in Caribbean, Cuba is probably the last place they would consider . . . then again, maybe not. Since President Carter lifted the ban on American travel to Cuba, the island has tentatively placed the welcome mat at its door. Some Cuban officials expect as many as 300,000 tourists a year in the next decade, according to a recent report in the *Wall Street Journal*.

Charter flights to Cuba for American tourists began taking off from Detroit and Chicago in late December. By mid-January, similar trips had been launched from New York as well. Early indications are that a small number of Americans is curious enough about the once-glamorous resort island to spend up to \$1,150 for a week-long tour. According to the Toronto tour operator who arranged inclusive trips from Chicago and Detroit, initial tours were 95% booked.

Travelers who long for the zesty tourist Cuba of pre-Castro days will be disappointed by the island today. Amenities in even the best hotels are truly Spartan by American standards. Food and many other staples are rationed or completely unavailable and the nightlife is pale compared with pre-revolutionary days. Evidently, however, the Americans who choose to visit Cuba these days come expressly to see the changes the Castro regime has brought to the island. For them, the trip is educational and exciting.

*

Urban workers might be surprised to learn that their long, irritating commutes are rare. According to a recent poll by the Roper Organization, the average employee takes only 15 minutes to get to work. In fact, two-thirds of American workers take no more than 20 minutes to travel from home to the job. Black workers, however, spend much more time getting to and from the job. Their average one-way trip takes 25 minutes.

Proponents of public transit and carpools may be slightly encouraged by the survey's finding that a few commuters have switched to those energy-saving means in the past four years. In 1973, 84% of commuters used only their automobiles. Now, 82% cannot or will not use alternate means. Unfortunately, only 25% of those who drive say they would use "good" public transit, if it were available. Four years ago, 31% said they would be willing to switch.

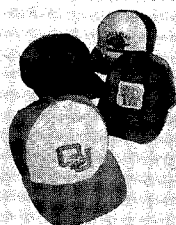
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No one pulls rank in the company parking lot at Bendix Corp. of Southfield, Michigan. The company recently abolished reserved executive parking spots. Now, only one employee rates reserved parking. No, it is not the chairman of the board. It is the "Suggester of the Month" — the employee who submits the best entry in the corporate suggestion program.

*

Take in a rodeo, clambake or dogwood festival on one of your next local employee trips. The United States Department of Commerce publishes monthly listings of festivals and special events in communities throughout the nation. For more information on the listings and the annual *Festivals USA* catalog, contact Melinda Carr, Manager — National Unit, United States Travel Service, U.S. Department of Commerce, Washington, D.C. 20230.

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*

More leisure time means more time to chew . . . at least that is the way the R.J. Reynolds Tobacco Company sees it. The company is marketing a new brand of chewing tobacco with which it hopes to woo cigar and pipe smokers. It takes two free hands to keep a cigar or pipe smoking, explained a company spokesman recently. Since such increasingly popular leisure activities as hunting, fishing and gardening require two hands, he reasoned, some smokers are bound to switch to an old fashioned plug for convenience's sake.



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Dallas Conference

1978 Program Richest Ever in Professional Education

PROFESSIONAL enrichment will be prominent on the agenda when the 37th Annual NIRA Conference and Exhibit convenes May 18, 1978 in Dallas, Texas. Scheduled to run through May 23 at the North-Park Inn, the event will include a record high number of hours devoted to professional education.

Program Chairman **Richard Brown, CIRA** (Texas Instruments, Inc.) and his committee have narrowed a wide selection of topic suggestions from NIRA members to an exceptional line-up of sessions. The delegates' program reaches into areas of vital concern to recreation administrators in organizations of every size and kind. A sampling of topics includes the following:

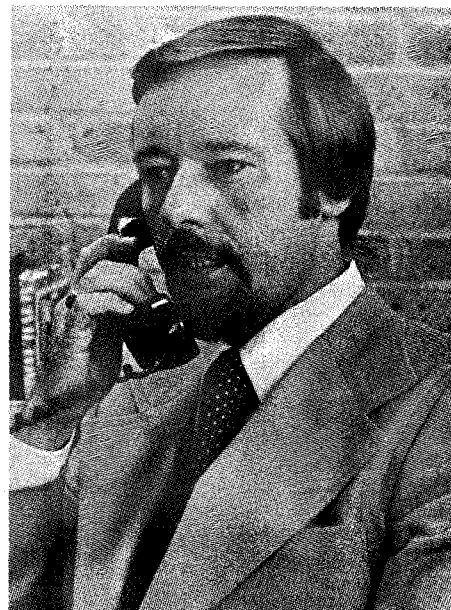
PRODUCTIVITY

The bottom-line effect of employee recreation is what sells our programs to management. How do employee activities improve productivity? How can recreation administrators assure that their programs have the desired effect and how can they impress management with the dollars-and-cents value of recreation?

PHYSICAL FITNESS

Delegates who have physical fitness programs and those who hope to initiate them need to attend this series of educational sessions in employee fitness. Probably the hottest area of employee activities, physical fitness programs have gained national attention in the business community and can draw support to your en-

**1978
Conference
Program
Chairman
Richard
Brown, CIRA**



tire program. This seminar will cover the need for fitness training and its effect on the employee. It will provide information about various kinds of programs, what expertise and facilities they require, and how to go about instituting and administering them.

URBAN RECREATION

Recreation administrators in urban areas face special programming challenges. Often, they lack access to

outdoor facilities for traditional recreation activities. Their participants, too, are frequently reluctant to remain for after-hours activities. Nevertheless, urban areas offer their own special programming possibilities.

LABOR UNIONS AND RECREATION

Employee recreation is a mutual benefit for workers and management. What happens when organized labor gets into the act? This will be an important session both for administrators who must deal with unions and for those whose employees are non-union. What role does recreation play in discouraging workers from choosing union representation? How do unions already representing your employees figure in your activities? Are unions a threat to your administrative control?

TOP MANAGEMENT PERSPECTIVE

Hear the executive point of view. What do corporate executives expect from recreation programs? How do they see your role in the organization? What factors convince top level decision makers to support recreation and employee service?

INDUSTRIAL RECREATION COUNCILS

Gain support for your programs, the advice of professionals, volume buying power and many of the benefits of a professional organization in your home area. Leaders of Industrial Recreation Councils (IRC's) from throughout the nation will discuss how to organize a council in your area and how to reap the full benefits of this valuable aspect of NIRA membership.

WORKING WITH BRANCH PLANTS

If your organization has more than one plant or office, you face special problems in programming and administration. Learn how to extend the benefits of employee programs to your branch plants and offices without spreading yourself and your resources too thin.

LIABILITY IN RECREATION

"If you avoided every possible problem in this business, you couldn't do *anything*," said a NIRA member recently. He was talking about liability in employee recreation and, like many conscientious NIRA members, he wonders how liable he is and what, if anything, he can do to minimize his liability risks. Especially in the litigious atmosphere of today, every recreation administrator has a responsibility to learn about basic liability considerations.

PROGRAMMING FOR RETIREES

For a growing number of organizations, recreation and services do not stop when an employee accepts his gold watch. Retiree programs thank employees for their years of service and, just as importantly, show active workers that the company remembers and rewards service. Learn about innovative programs for retirees and discuss ways to expand your programs to include them.

EMPLOYEE COUNSELING

Employers have become increasingly concerned in recent years with the personnel problems caused by alcohol, drugs and tobacco. Problems related to all three substances cost industry billions of dollars annually due to absenteeism, production losses and premature deaths. Many employers now offer assistance ranging from stop-smoking clinics to alcohol and drug abuse counseling. Recreation administrators are in a unique position to meet and approach employees who need help. Their involvement in counseling programs is the sensitive and timely subject of this session.

EFFECTIVE PUBLICITY

Effective publicity is crucial to wide and productive participation in your activities. Regardless of your budget, certain basic techniques apply. Learn how to ring the bell for your programs.

LEGISLATION AND REGULATION

Laws and regulations from the local to the national level affect recreation programs and the way you administer them. Employee health and safety, equal opportunity, taxation and more have a direct bearing on how you do your job. Learn what and how legislation and related regulations reach into your office.

* * *

These are only some of the current topics that NIRA speakers will cover at the May Conference in Dallas. The six-day meeting will also include several open sessions with recreation exhibitors, many of whom offer special discounts and packages to NIRA members. Also at the Conference, the Association will honor outstanding programs and activities with the highest awards in our field.

Plan to attend. For more information, contact the NIRA office: 20 N. Wacker Drive, Suite 2020, Chicago, IL 60606 — (312) 346-7575.

RM

Spouses' Program Makes the Most of Dallas

NIRA urges the husbands and wives of NIRA members to participate actively in the 37th Annual Conference and Exhibit. The spouses' program this year will take advantage of several unique attractions in Dallas. The program will be coordinated by **Rita Ashley**, who is the daughter of NIRA President **Fritz Merrell, CIRA** and a Dallas resident. Her program will supplement the educational portion of the Conference while allowing free time for spouses to attend all NIRA honors and entertainment functions with delegates. (Of course, spouses are welcome to attend educational sessions.) Transportation for delegates and spouses will be provided to all events.

On Thursday evening, May 18, spouses will leave with delegates for the official Conference opening at Ranchland, a western entertainment center near Dallas. Ranchland will host a hearty western dinner and entertain the NIRA crowd with a rodeo and an evening of square dancing.

The next day, **Virginia Merrell**, NIRA's 1977-78 First Lady, will welcome all spouses for a leisurely breakfast. Her guests will have a free morning before they attend the NIRA Management Luncheon. Friday afternoon will find spouses enjoying two unique shopping centers in Dallas. At Olla Podrida, they will browse through the original works of western artists and craftsmen. At European Crossroads, they will try specialty shopping at a cluster of quaint import stores. That evening, spouses will join delegates for the Grand Opening of Exhibits.

Spouses may know more about Dallas than delegates do by the end of Saturday, May 20. While delegates at-

tend educational classes, spouses will spend a relaxed three hours touring the city. They will stop at the lovely Bagatelle Restaurant for a delicious lunch and an entertaining fashion show. After they return to the NorthPark, they will have time to freshen up before the wine and cheese party in the exhibit hall that evening.

Following a free Sunday morning, spouses will join delegates for an open afternoon with exhibitors. Early that evening, all NIRA people will travel to Six Flags Over Texas, the famous theme park. Six Flags will host a dinner and free evening in the park for the entire NIRA delegation.

On Monday, spouses and delegates will take advantage of the final exhibit hall session before attending the NIRA Awards Luncheon. An afternoon wine tasting party for all NIRA people will follow the luncheon. Spouses will have ample time in the afternoon to prepare for the President's Ball, Monday evening.

On Tuesday, the final day of the Conference, spouses will tour the Dallas Apparel Mart, the largest such wholesale center in the southwest. The Mart will open its floor to the NIRA group with displays of fashions for men, women and children. Spouses will return to the NorthPark Inn with time to pack for the trip home.

Throughout the Conference, spouses will have their own special gathering place at the NorthPark. A spouses' hospitality room will be open at all times for relaxation and conversation, away from the bustle of Conference activities.

Spouses' Conference information is included in registration materials. Questions should be referred to the NIRA office.

RM

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named official rent a car service for the NIRA Conference and Exhibit

Delegates and exhibitors at the NIRA Conference and Exhibit will benefit from a special rent a car arrangement. Budget Rent a Car Systems, Inc., a NIRA member, has announced a money-saving offer for NIRA people who want the freedom and convenience of a personal car during the NIRA meeting.

According to **Regina Allen**, Convention Coordinator for Budget in Dallas, the offer will be made by mail to potential delegates and exhibitors. All cars reserved for NIRA Conference participants will comply with the Budget policy of providing autos, none of which is over six months old.

The low rate for a full-size car such as a Monte Carlo or a Caprice will be \$5.95 per day plus \$0.16 per mile, or \$14.95 per day with unlimited mileage. For a

smaller compact car such as a Nova, the cost to NIRA people will be \$4.95 per day plus \$0.15 per mile, or \$13.95 per day with unlimited mileage.

For additional convenience, the NorthPark Inn, site of the Conference, has a direct telephone line to a nearby Budget location. Budget also provides pick-up and delivery service. Two Budget locations at the Dallas-Ft. Worth Airport and another at the Love Field terminal will make personal pick-up quick and convenient.

Advance registration for the Budget Rent a Car service will be included in Conference and Exhibit information. Recipients who have any questions after receiving registration materials should contact the NIRA office at (312) 346-7575.

RM

KIDSPORTS

On the lanes or on the range,
employees' children enjoy sports
courtesy of Kohler Company

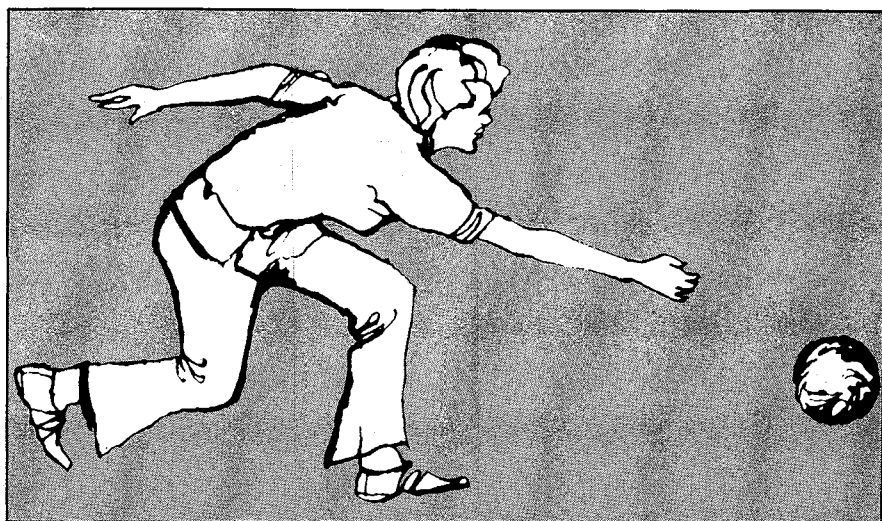
with Jack C. Jarvis

Family recreation is central to many employee programs. Employers realize that keeping the employee's family involved and happy with the company helps maintain a happy, productive workforce. Many NIRA members maintain special spouses' and children's programs for this very reason. Probably the most popular of family activities are children's Christmas parties and traditional family picnics. Many companies also maintain sports programs for the children of their employees. Some sponsor hobby clubs or company ball teams for youngsters. Several of our Canadian members offer children's hockey leagues.

At Kohler Company in Kohler, Wisconsin, employees' children bowl and learn how to shoot in company-sponsored programs, assisted by skilled instructors.

JUNIOR BOWLING

Saturday is bowling day for as many as ninety Kohler kids during a single season. The company's junior bowling league uses the four-lane Kohler-owned American Club. Youngsters 12 through 18 years of



age are grouped into three divisions, by age and skill level. Some bowl in the morning, others at noon or in the afternoon.

Although Kohler foots most of the bill for the program, the children are required to pay nominal fees.

"We find the kids are more committed to the program if they have a little money invested in it — or their parents do," commented Recreation Manager Jack Jarvis recently. Company sponsorship and the kids'

fees cover not only the use of lanes, but also the salary of a league manager/instructor. The manager/instructor, a retired Kohler employee, develops mini-tournaments for the kids and maintains season standings in every division.

"It's mostly competition," said Jarvis of the junior bowling program, "although there is some free bowling, too."

The manager/instructor provides lessons for all three divisions in the

league and offers individual assistance to kids who need or want special help. For the especially competitive members of the league, the October through March season climaxes in a county-wide tournament. Every spring, Kohler junior bowlers compete against other juniors from throughout the area.

All of Kohler's junior bowlers conclude their bowling season with a festive party, complete with hot dogs, soft drinks and awards.

Because of the close-knit nature of the smaller Kohler community, the county competition involves not only company but also town pride. Kohler Company, with its 5,400 employees, dominates the labor market in the town of Kohler (population 1,500) and the surrounding area. Because of the close relationship between the town and the company, all Kohler village residents between the ages of 12 and 18 are eligible for the junior bowling league. Village children whose parents are employed elsewhere enjoy the same bowling privileges as company-related children.

JUNIOR RIFLE CLUB

In semi-rural Wisconsin, the Kohler Junior Rifle Club draws even more participants than the popular bowling program. From November through April, as many as 100 boys and girls from 12 to 18 years of age spend Monday evenings in target practice at the Kohler indoor shooting range. As with the bowling program, the Rifle Club is open to all Kohler village children in addition to employees' children.

Spurred by the active indoor and outdoor Kohler shooting program for adults, the junior rifle program has maintained high interest and participation for more than twenty years. All shooting is done with company-owned .22 caliber target rifles, using ammunition supplied by the company. As with the bowling program, participating youngsters

must pay a nominal entry fee to help cover program costs. Although the company absorbs the greater portion of total expenses, Jarvis is sure that the fees assure the program "gets a more earnest response" than it would if it were entirely free.

Kohler's full shooting program, including the junior club, is affiliated with the National Rifle Association (NRA) and follows an NRA course of instruction. Three NRA-certified instructors take young participants through every step of an established learning program. The first weeks of each season are dominated by safety instruction and general familiarization with the rifles. Later, participants compete for awards in target shooting. The season is capped by an awards party and recognition of the season's outstanding marksmen.

Skilled veterans of the Kohler adult shooting club act as instructors for the junior program. In keeping with the safety and educational emphasis of the junior program, the club often presents a special hunter safety course. Those young shooters, aged 12 through 16, who pass the NRA-designed course are allowed special hunter's privileges under Wisconsin law. Passage of the course, a series of lectures and

demonstrations, also qualifies hunters of all ages to hunt in certain other states which would otherwise deny them licenses.

COMMUNITY INVOLVEMENT

Because of the close relationship between the Kohler Company and the surrounding village of Kohler, recreation programs for the two are often combined. The company co-sponsors children's baseball programs in the summer, using public school facilities. Through the village parks department, the company also assists with sports lessons for children including instruction in golf, archery and swimming.

"There's a lot of cooperation back and forth," said Jarvis. "We're lacking in company facilities, but we have village facilities." Likewise, the village has few developed programs, but can rely on the Kohler Company and Jack Jarvis to open activities to local children.

Many children who become involved with the Kohler Company as members of its children's sports programs later come to work for the Company.

"It's a natural," acknowledged Jarvis. "They just follow through when they grow up." RM

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"Over-40" Basketball

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Who want to play active sports.

Motorola found a successful activity
for those who want more exercise
than a round of golf can offer.

with **Bill Bruce**

I started out calling them the 'Over the Hill Gang', said Bill Bruce. "They didn't like that."

Bruce, who is Motorola's Manager of Recreation — Western Area, is 57 years old himself. He liked the jocular name for his senior basketball league, but bowed to player pressure and changed its name to the Seniors Basketball League for men over 40.

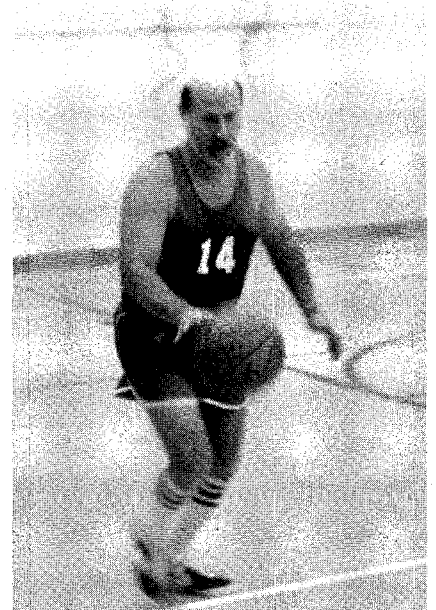
Bruce oversees recreation for some 15,000 Motorola employees at several sites in the Phoenix, Arizona area. Like most developed recreation programs, his includes many traditional sports leagues. And, like most industrial sports programs, his attracts predominantly younger employees.

The *de facto* exclusion of willing athletes over 40 or 50 by younger

sports teams is a common problem in employee programs. Bruce himself was not prepared to play ball with "the kids" as he calls the younger sports league members. On the other hand, he was not ready to drop out of all employee teams. There must be other players who feel the same way, he reasoned, and set out to find them.

"The thing [over-40 basketball] started last year," Bruce told RM. "I put up flyers, used the company paper and the bulletin boards — the usual route." About 40 players over 40 years of age signed up to play. Some joined the activity in teams. Bruce combined the remaining individuals into new teams.

Now in its second season, the over-40 basketball league has 45 regular members. When the group



Hardly "over the hill", a senior player takes control.

began last year, Bruce was the oldest player. This year, one new recruit tops the age range at 61.

"I'm not playing this year," admitted Bruce. "I let myself get out of shape."

Staying in shape is a primary motivation for many of the over-40 sportsmen.

"I think a lot of them got into it as a fitness thing," Bruce speculated. He believes that most of the older players hope to get back in shape by playing a little basketball. He points out to league members that one sport alone will not give them the benefits of an all-around fitness regimen. The players do feel, however, that at least they are doing something to improve their physical conditions — while having fun.

Bruce takes basic precautions for the safety of older players and in the interests of the company. He requires a physician's approval to play from each man.

"Of course that won't guarantee a thing," he acknowledged. "It's merely a precaution." Bruce also reminds the over 40 players to warm up before playing and encourages them to supplement their periodic sports activities with other regular fitness training such as swimming and jogging.

"If I had my drothers," he added, "I'd require a full physical (examination)." But Bruce relies on the understanding that anyone who participates in a sports activity assumes some risk.

On balance, the "Over the Hill League" benefits from both the exercise and the fellowship of after-hours basketball.

"Our only problem," said Bruce, "is our lack of facilities. We play at the Scottsdale YMCA. The floor there is small — only about 65 by 35 feet — and it's concrete. Still, the men don't complain . . . except about the officials, of course."

"I look forward to playing basketball every Tuesday night," commented one senior player. "It is good to be able to play with men your own age."

"Having been active in competitive sports most of my life," said a 51-year-old cager, "this program offers me the chance to extend it just a little longer."

Said another participant, aged 47, "Having the company provide a planned and supervised activity of this kind gives me the active exercise I want . . . and creates a great teamwork feeling."



The Gunners, above, after a vigorous game.

According to Bruce, the seniors take their basketball very seriously, much to the dismay of referees who have been caught between contending factions on the court. Officials, in fact, will be dropped from the March-April extension of this year's senior basketball season. Bruce has expanded the season at

player request to include several additional weeks of informal play — on the honor system.

"It should be exciting," speculated Bruce early in 1978. "These guys may be over 40, but they haven't lost that competitive spirit."

RM

Program Idea

Hired Hand Register . . .

. . . or the last great bargain
in skilled help

OWENS-ILLINOIS employees need not pay for expensive "house calls" to have a leaking faucet fixed, a kitchen wall papered or a piano tuned. They can rely on their employee services office to find them skilled people to do the work at convenient hours and reasonable wages. Through the Toledo-based company's Onized Club, employees in need of specialized assistance meet others who are willing to sell or swap their services.

According to Employee Services Director Martha Byers, CIRA, the O-I Hired Hand Register originated three years ago.

"It started with our Golden Emblem retirees group," explained Byers recently. "Retired plant employees with useful skills wanted something to do in their extra hours. Employees would come in, looking for someone to do a little plumbing work or some baby sitting." It seemed natural to introduce the two groups to one another.

Byers insisted from the outset of the program that the Register remain strictly an Owens-Illinois



with Martha Byers, CIRA

benefit for both the hired hands and the employees who sought their services. It was not intended to promote the commercial interests of employees or their families.

"We would not take anyone who is in business to sell a service listed in the Register," said Byers. "If I suspect that someone is trying to list a full-time business, I'll steer them to the discount services listing and get

them to offer a special price to our employees. But we haven't had any problems so far."

Although it originated with O-I retirees, the Register has expanded to include current employees, members of their families and even their neighbors.

"Sometimes, our retirees were unavailable," explained Byers. "They would be traveling or recuperating from an illness and be unable to work." At the same time, active employees asked to be registered as hired hands. Other employees mentioned that family members or neighbors had skills to offer.

Now, Byers simply restricts the Register to hired hands who are recommended by O-I employees or retirees. The service, however, is available for use only by O-I employees, retirees and their families.

The Register is compiled once annually. Registration forms require the hired hand's name as well as a means of contacting him or her at work and at home. They require a description of the service or labor and any special restrictions on available work times. Remuneration

Owens-Illinois Hired Hands use the registration card at right to list their services in an annual directory. Periodic notices update the listings throughout the year.

must be provided, but the specific terms are strictly between the hand and his or her employer. Some employees agree upon hourly or piece-work wages. Others discover that they can swap skill for skill without any exchange of money.

The current Hired Hand Register lists skills ranging from plumbing and electrical work to graphic design and cake decorating. One employee's husband offers full tailoring and alteration services. Other hired hands do appliance repair, auto body work, bartending, baby-sitting, carpentry, clock repair, house painting, photography, typing, wood refinishing and general labor.

Throughout the year, new hired hands and prospective employers call the recreation office. Byers maintains a current roster and periodically posts additions to the annual list.

"It really should be updated every six months," she admitted, "but it's one of those things I haven't had time for."

Byers recommends the Hired Hand Registry idea to every employee services office.

"It has worked beautifully here," she said. "It's a wonderful service, especially for older people and those who are alone and can't do things for themselves."

Martha Byers, CIRA has been Employee Services Director for Owens-Illinois for twenty years. She is a member of the NIRA Board of Directors, representing Region II, and is a co-editor, with her husband, Melvin C. Byers, CIRA, of the monthly ideas newsletter, key notes.

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If relative of Onizer, give sponsoring Onizers name above.

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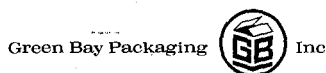
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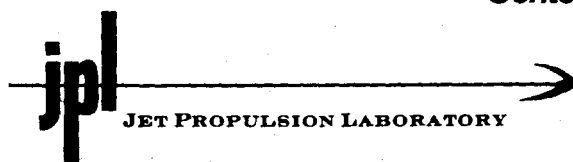
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organization profile

Oneida Ltd. Silversmiths

From commune to thriving business

with Ronald C. Jones, CIRA

ONEIDA, LTD., the famous maker of silver and stainless steel tableware headquartered in upstate New York appears today to be the model of a prosperous business, surrounded by a well-kept, conservative community. And so it is. But throughout its home community of Sherrill, New York and the nearby city of Oneida, linger the reminders of a radical past that still influences the company.

One hundred years ago, Oneida was an historic experiment in communal living. Its members abolished marriage and lived in a large common house. Children were removed from their parents at an early age and raised in a day-care center. Women bobbed their hair and wore a practical but revolutionary costume, combining a short skirt and trouser-like pantaloons. It was designed to free them to work alongside men, for in Oneida, men and women shared virtually every task, from factory work to household chores.

Oneida was one of several communes which prospered briefly in this country during the nineteenth century. Oneida's founder, John Humphrey Noyes, led his flock from Vermont to New York in 1848. Noyes believed that the second coming of Christ had already occurred — in 70 A.D. The millenium had arrived, according to Noyes, and it was no longer possible to follow a cycle of sinning and redemption.

"Sin no more; repent no more." Noyes admonished his followers, "so regulate your lives to eliminate that worst of evils — selfishness." Noyes frankly labeled his



Ron Jones examining old Oneida photos

doctrine Perfectionism and set out to make it a viable way of life.

Fortunately, Noyes held that it was good to prosper. Soon after he and his followers settled in New York, they diversified their economic base across several industries. Unlike many communes that depended entirely upon farming, Oneida prospered.

Oneida's perfectionism soon earned it a reputation for high quality in every product it produced. The community sold canned fruits and vegetables, silk, traveling bags, chains and silverware. From the very beginning, the community integrated all aspects of life, including work and recreation. In the tradition of the time, recreation often centered around working "bees". Adult



The Oneida Community Mansion House, still part of the company's facilities, was built in 1861 while the original commune thrived.

education was an especially important leisure pursuit in early Oneida. Classes in mathematics, Greek, Hebrew and phonography drew enthusiastic students from among the adults. The community also operated a school for its children, some of whom later left to attend college.

Oneida existed as a commune from 1848 until 1880. Then, by vote of the members, it dissolved into a secular community, with its businesses formed into a new stock company. The new organization was renamed Oneida Community, Ltd. and, later, Oneida, Ltd. Many of the former commune members remained in the area and worked in Oneida industries. They reinstituted traditional marriages and families. Today, many of their descendants still live near the original Oneida settlement and work for Oneida, Ltd. Most famous of the modern Oneidans is the company's President Pierrepont T. Noyes, grandson of the community's founder.

Because a strong community feeling continued to prevail at Oneida, recreation developed as a natural, cooperative function of the company and community. In the early twentieth century, Oneida supported employee teams in football, baseball, bowling and soccer. In 1898, Oneida built the first known company golf course in the United States. Although designed originally for executive use only, the course was soon opened to all employees of both sexes.

Oneida was a pioneer in employee recreation facilities of all kinds. In 1917, the company converted a

barn into a clubhouse, complete with bowling alleys. The structure, like other Oneida recreation facilities, has been maintained carefully by the company and is still in use today. The present clubhouse houses twelve modern bowling lanes, a gymnasium/auditorium, a well-equipped physical fitness center, a billiard lounge, meeting rooms, an archery range and a youth center, equipped with table games for Sherrill teens.

In the early part of this century, Oneida management organized its support for employee recreation under an umbrella club called the Oneida Community Limited Athletic Association. At first, its activities were almost exclusively sports-oriented. In 1920, the Association was reorganized as the Community Associated Clubs (CAC), an agency for employee welfare programs of many kinds. In addition to sports and cultural activities, CAC also administered employee insurance, a coal supply program, a company store, an auto club, child care, adult education and more.

In recent decades, the CAC has specialized in more purely recreational activities. Today, the 2,600 Oneida Ltd. employees in upstate New York look to CAC for a full range of leisure activities. Under the direction of Ron Jones, CIRA and six staff members, CAC offers bowling, golf, physical fitness training and billiards. Hobby clubs meet employee interests in shooting

Continued on following page

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Oneida Continued

sports, snowmobiling, photography, stamp collecting and archery. Special divisions for women and retirees promote their particular needs within the larger program. Special events throughout the year also generate wide interest and participation. They include group travel, discount tickets, fashion shows, employee gardens, crafts and hobbies shows, band concerts, dances and civic service projects as well as lessons and tournaments for various sports.

For three generations, Oneida workers have enjoyed private recreation facilities at Oneida Lake. In the late 1930's the company purchased fifteen acres of lake-front property for employee recreational use. Today, the site offers sixteen camps for rent, a restaurant and bar, and clambake facilities, as well as a picnic area, a fishing pier, a boat launch, horseshoe and volleyball courts and a softball field.

Recently, the CAC obtained clearance to modernize and expand facilities. The venerable clubhouse and other facilities at Oneida Lake will benefit from the effort. The work will be part of a long-range recreation planning program whose initial phase extends to 1980, the centennial of Oneida as a secular commercial organization.

Oneida Ltd. offers public tours of its historic environs. For more information about the community and the company, contact fellow NIRA member Ronald C. Jones, CIRA, Executive Vice President, CAC Recreation Association, Inc., Oneida Ltd., Sherrill, NY 13461 — Phone (315) 361-3166.

A TRADITION OF MANAGEMENT SUPPORT

"In the earliest days in the Oneida Community, member recreation was a very important part of daily life. Useful work and education were paramount, but recreation was a programmed part of the regime, whether it be orchestral, dramatic, outdoor or what-have-you.

"In this century, the attitude not only persisted, but gained momentum. An employee golf course was started around 1898 and various employee athletic teams were backed by the Company. Today we see concrete evidence of the Management's commitment to recreation in the C.A.C. Club House facilities, our lake shore establishment, the full 18-hole golf course (tough), and the various hobby and craft facilities available to all.

"As we can afford it, we will always improve the employee recreational facilities. This is Management's permanent state of mind."

P. T. Noyes

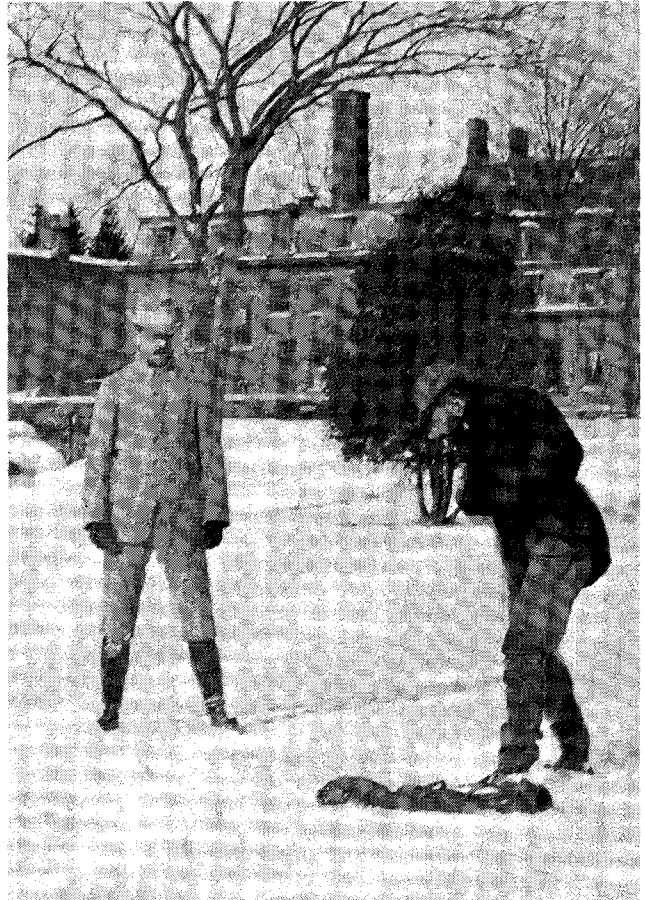
President and Chairman of the Board
Oneida, Ltd.



FIRST EMPLOYEE GOLF COURSE



Oneida, Ltd. built the first known executive golf course in the U.S. in 1898. By the following year, when the photo above was taken, the course was open to general employees. Golf was a passion for some, even in January 1900 when the photo at right was taken. Here, P.B. Noyes, son of the founder and an Oneida President himself watched fellow executive B.L. Dunn take a snowy swing. The Community Mansion House stands in the background.

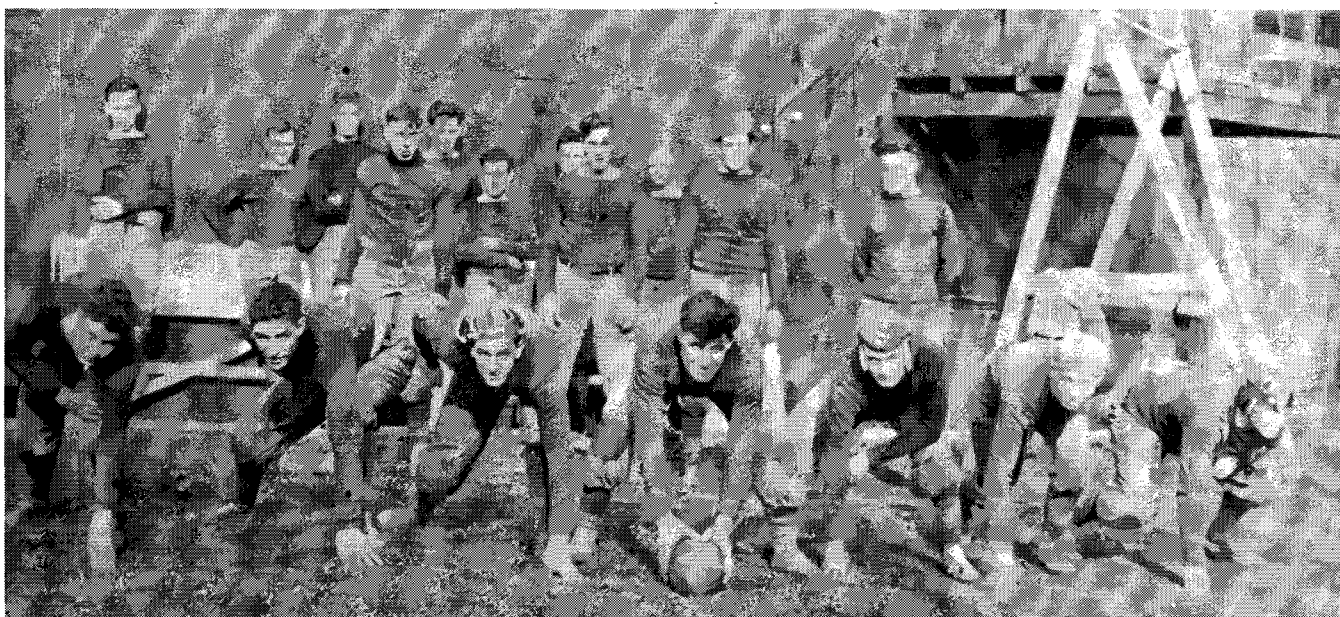


Grounds maintenance was easy in 1900. Sheep were turned loose to graze on the golf course.

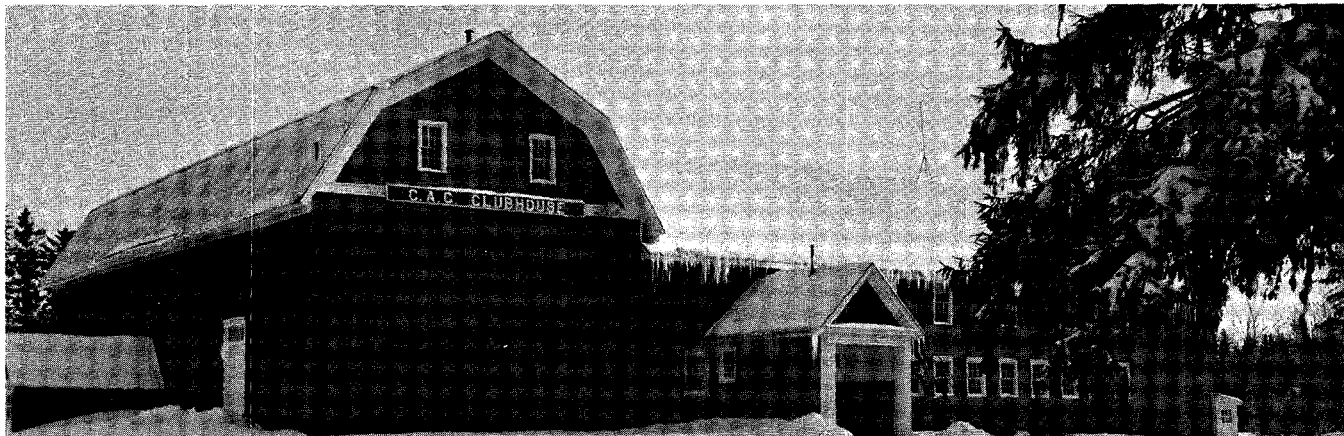
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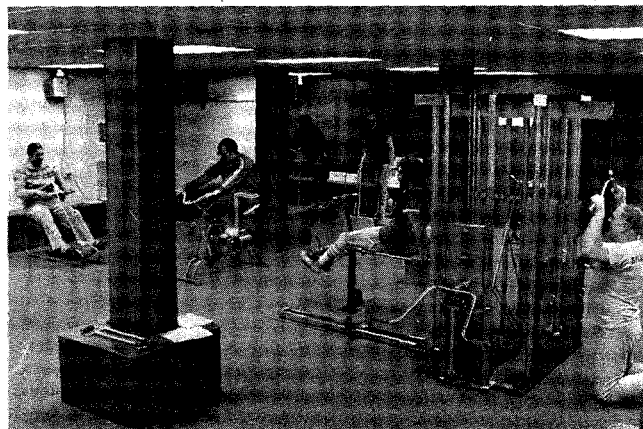
Women were early and enthusiastic participants in CAC sports. The 1920-21 women's basketball team, above, had an excellent record.



Seventy-five men turned out for the first Oneida football team in 1916. The men bought their own uniforms and passed a hat at Sunday games to finance out-of-town games. After a highly successful first year, the company assumed sponsorship and continued to support football until it was discontinued in 1933.



Originally a barn built in 1876, the CAC Clubhouse (above) opened in 1917. Today it houses such modern facilities (below) as a gymnasium and a fitness center.



rm

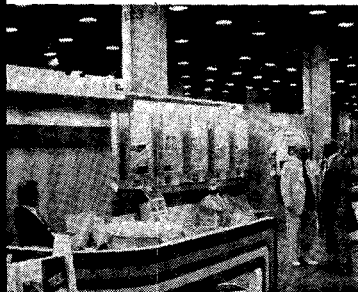
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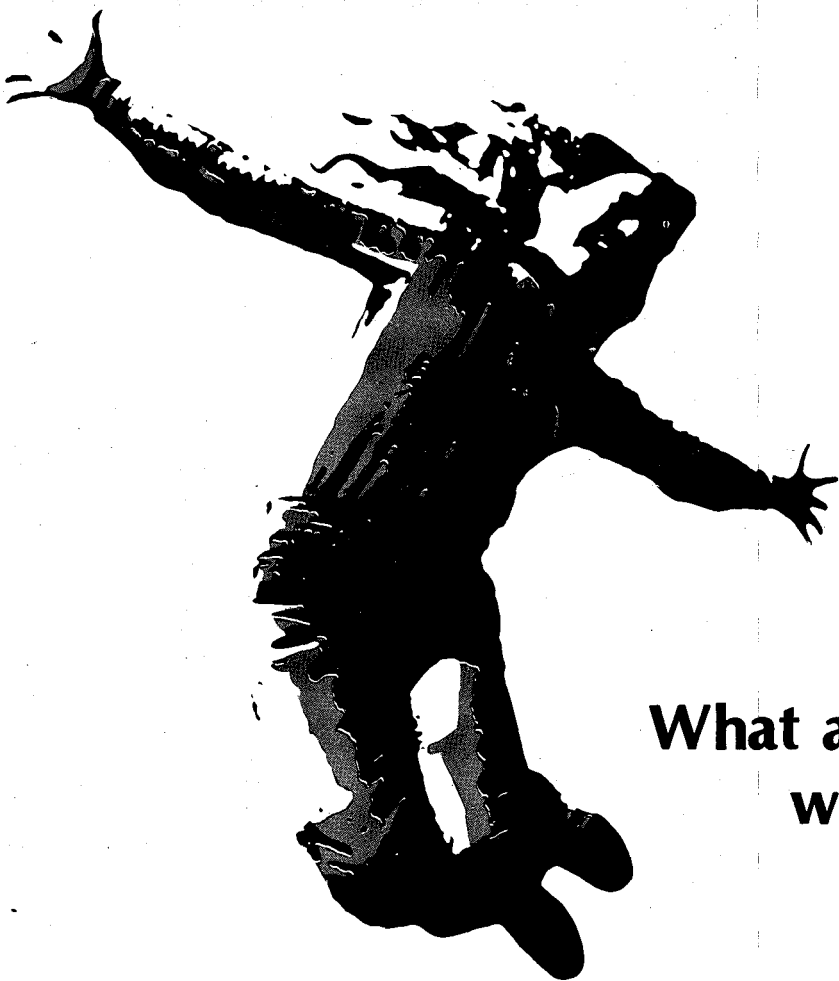
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CIRCLE READER SERVICE CARD NO. 10



NEW GAMES

**What are games without
winners and losers?**

They're "New Games" — a new idea in sports

Imagine . . . you introduce a new sports activity in which every employee can participate: men and women, the youngest and the oldest, the weakest and the strongest, the coordinated and the clumsy. Everyone plays. Everyone wins.

Sounds dandy, you say; but it isn't practical. It isn't even possible.

Not only is it possible, insist New Games proponents, it is a highly desirable alternative to traditional sports in which the object is to win. Inevitably, they say, to have winners, you must create losers. And losers feel like . . . well, like losers. What is worse, those who feel inadequate in athletic competition may never play at all. For recreation directors who hope to involve as many employees as possible in company activities, such limitations are an unfortunate side effect of traditional sports activities.

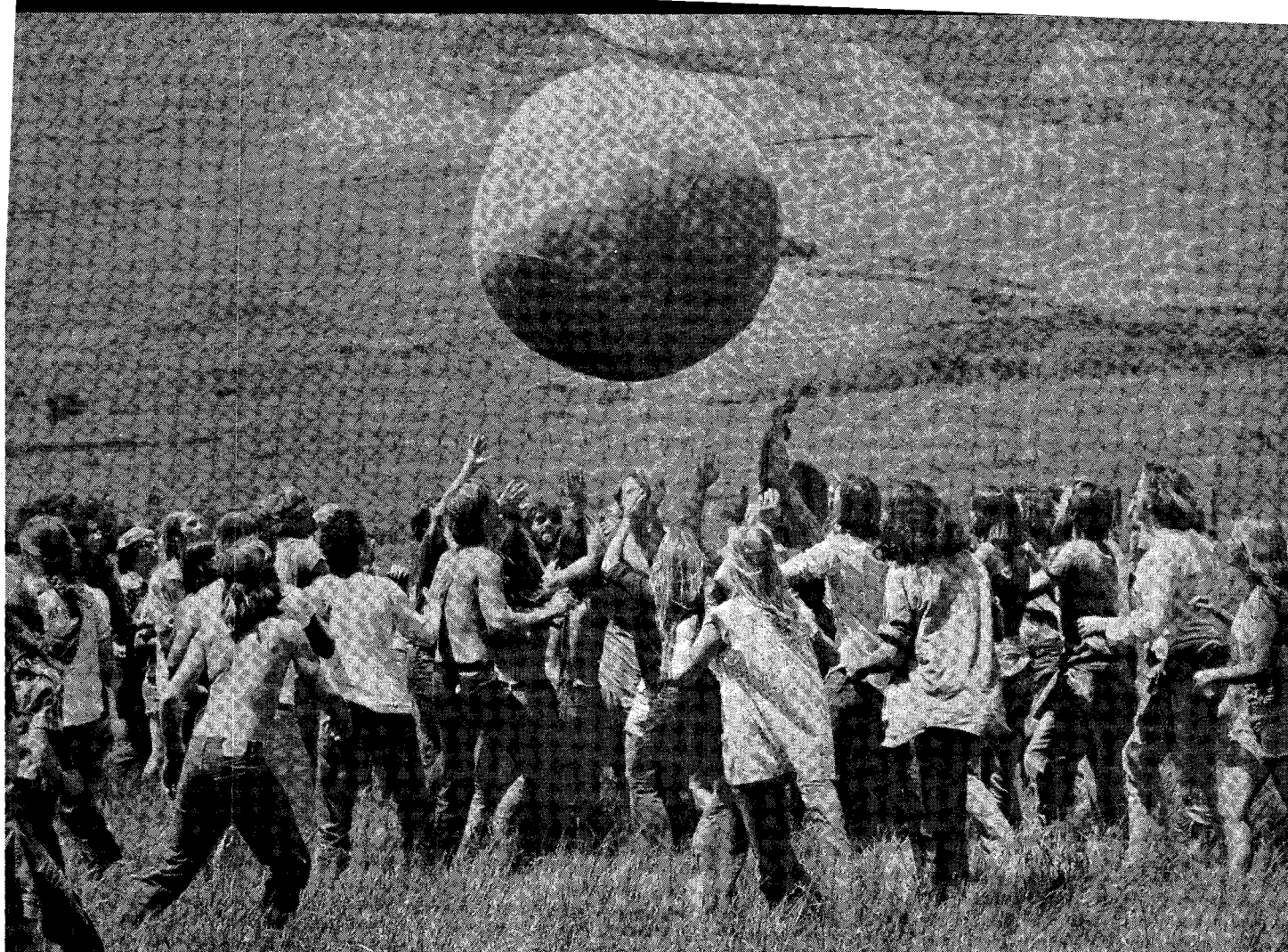
Most administrators compensate for the exclusionary nature of sports programs by offering hobby and cultural activities. This is fine, answer New Games advocates, but there are more ways than you may have considered to involve a wide variety of participants in a common sports activity.

New Games can be introduced not as substitutes, but as supplements to more traditional competitive sports. Some are even twists on familiar team sports. Volleyball, for instance, can be turned into Infinity Volleyball in which the object is not to make the other team miss a volley, but to work *with* the other team to keep the ball in the air as long as possible.

All you do is add more players to each team — scores of extra players, if you can find them. Add extra nets next to the original one. Trade in

your traditional volleyball for an oversized "earthball". In the resulting chaos, total teamwork makes everyone a winner as perhaps 200 employee picnickers work together to keep the ball airborne.

The New Games concept grew out of the anti-war movement of the late 1960's, but has blossomed in the past two or three years to include such diverse groups as city park districts, corporate training departments and girl scout troops. Founded by Stewart Brand, whose *Whole Earth Catalog* won the National Book Award in 1972, the New Games idea has spread primarily through tournaments and training sessions held throughout the U.S. and in several other countries. The movement is directed by the struggling not-for-profit New Games Foundation, headquartered in San Francisco. Tournaments and train-



"Earthball", a free-for-all airborne version of soccer, takes an unlimited number of players. In a spirit of fair play, players from a stronger team may defect to the underdogs, just in time to stem the tide.

ing sessions depend upon active participation. Scruffy "play clothes" are recommended attire.

New Games are designed to release tension and aggressive feelings without injury to others. The concept, dubbed "soft war" by founder Brand, is central to all New Games. Rules are flexible to allow for a great variety of participants. Players are encouraged to change rules to accommodate the abilities and whims of whoever happens to be on hand. If the number of players grows dramatically, teams may expand the boundaries of the playing field. If children want to join in, adults may even the competition (and protect their smaller teammates) by playing on their knees. If the match seems lop-sided, players from the stronger team may defect to the other side.

"The point is to make the game fit the participants, not force the play-

ers to conform to a single fixed game," New Games staffer Todd Strong explained to *RM* recently. "That means we get rid of records and team standings. You play each game for today. It doesn't matter who won yesterday or last week."

Such standings *do* matter, argue traditionalists, because without competition, players would quickly lose interest in the game.

"A common misconception about New Games is that they aren't competitive," Strong countered. "They are highly competitive. I've gotten more worked up over 'British Bulldog' (see inset) than I have over any game of pick-up football I've ever played."

"The degree of competitiveness depends upon your frame of reference," he continued. "The guy who once played pro ball is going to play a lot differently than a Girl Scout.

The point is, *both* can be accommodated by New Games."

Strong sees valuable uses for New Games in industrial/business settings. They can be used as ice-breakers before training sessions, for example. They can also be incorporated into traditional sports programs and be used to bring different kinds of employees together in a light-hearted, non-threatening atmosphere.

"The benefits of the play community really do transfer to the work community," said Strong. "If people play together, they will work better together. But, in your field, you already know that."

**Continued
on following page**

NEW GAMES — A Sampling

New Games are as varied and as numerous as the players themselves. Two or two hundred can play, so long as everyone understands what is happening in any particular game. If teams are to be chosen, a random selection method works best. The group may be divided into those with even-numbered and odd-numbered birthdates, for example. Teams should be evenly matched by any means acceptable to the participants, including unorthodox handicapping methods. They need not have equal numbers of players.

The New Games Book, published by the New Games Foundation, describes over 60 games, grouped according to number of players ("Games for Two", "Games for a Dozen", "Games for Two Dozen" and "The More the Better"), and by intensity ("Moderate", "Active", "Very Active".) Here is a sampling of New Games.

CATCH THE DRAGON'S TAIL

For a dozen people — very active

Everyone forms a line, single file. Each person puts his arms around the waist of the person in front of him. The last person in line, the "tail", tucks a scarf into his belt. The head then chases the "tail", attempting to snatch the scarf. (The head competes against the tail — but which way do the people in the middle go?) When the head finally snatches the scarf, he becomes the tail. Double your fun by forming two dragons, chasing one another's tails.

ORBIT

For two dozen people — moderately active

For Orbit, you will need an "earthball" or other very large inflatable ball. Divide the group into two teams. Players in Team A lie on their backs in a circle with their heads toward the center and their feet in the air. Everyone in Team B stands in a circle around Team A, facing inward. Toss the ball into the center of the circle. Team A tries to kick the ball into orbit, beyond the reach of Team B. The standing players, meanwhile, try to bat the ball back down into the center of the circle. When Team A succeeds in putting the ball into orbit, the teams change places.

BRITISH BULLDOG

For two dozen people — very active

This is one game that the more fragile members of the group may want to observe, initially. About one tenth of the players cluster in the center of the field. The others divide between two "end zones". When the center group calls out "British Bulldog 1-2-3!", the others try to rush past them to the opposite ends

of the field without being caught. Once a catcher from the center group nabs a runner, he must lift the runner off the ground and shout "British Bulldog 1-2-3!" before letting the victim's feet touch the ground. Any runner thus caught becomes a catcher. Several catchers may have to "gang up" on a few wily or especially heavy runners. When all the runners have become catchers, the game ends.

SPIRALS

For an unlimited group — moderately active

This well-known ice-breaker has been used for many years by educational and training groups. To begin, everyone joins hands in a circle, facing inward. One person releases the hand of his neighbor and begins walking around and behind the circle, pulling everyone in a long human rope behind him. The person at the end of the rope remains stationary as the others begin wrapping around him in a growing spiral, until all players are wrapped in a huge tightly-packed cylinder. Now, while everyone still holds his neighbor's hands, the person in the center ducks down and makes his way through a forest of legs to free air, pulling everyone else behind him until the spiral has unwound into a free circle once again.



A "boffer" drives home a point. Boffers duel with polyethylene foam rapiers and wear protective ear guards and goggles.

For more information about New Games and a schedule of training sessions to be held throughout the U.S. in 1978, contact the New Games Foundation, P.O. Box 7901, San Francisco, CA 94120 — Phone (415) 824-6900.

RM

The Chairman of The Equitable supports employee recreation

VARIED RECREATIONAL
OUTLETS FOR BOTH
YOUNG AND OLDER
EMPLOYEES PROVIDE
A UNIQUE UNIFYING
BOND WITHIN THE
WORKPLACE



John T. Fey
Chairman of the Board
The Equitable
Life Assurance Society of the United States

“RECREATIONAL activities have been an integral part of Equitable way of life for our employees for more than 100 years.

“The concept of employee recreation changes through the years. This is a natural development since recreation programs are initiated and administered by the employees whose attitudes and interests, in turn, are ever changing. The Equitable strives to keep its recreational programs apace with those changing times and tastes.

“Despite these continuous changes, we believe it is essential to keep one factor constant: the recognition of the individual. This concern for our employees as individuals is natural for an insurance company which is traditionally committed to the personal security and well-being of people.

“Varied recreational outlets for both young and older employees provide a unique unifying bond

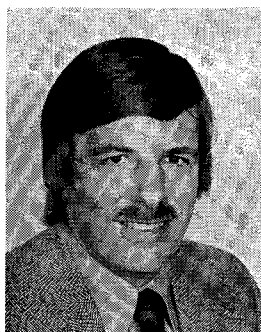
within The Equitable workplace. The satisfaction and recognition derived from participation in diverse recreational activities give a tremendous boost to personnel morale and can contribute importantly to an individual employee's own personal sense of development, particularly within the framework of his job growth. Recreation activities for and by employees also can create a genuine spirit of democratic participation that is to be welcomed and encouraged in a modern corporate environment.

“The Equitable sees its affiliation with the National Industrial Recreation Association as a means to improve the effectiveness of a balanced recreational program for its employees. And just as the company is committed to achieving continued financial security for its millions of policyowners and clients, so, too, the company is committed to maintaining the strength and stability of its own human resources, its employees.”

From *Top Management Speaks*

Check the publications order form card at the back of this issue

tournament news



by **Stephen D. Waltz, CIRA**
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

Fishing Contest

The 1977 Fishing Contest drew participation by a record 63 NIRA organizations. A record number of prizes, too, contributed to the finest event we have ever had for NIRA anglers. Contest Coordinator **Gene Miller, CIRA** of Michigan Bell Telephone Company traveled to our Chicago headquarters to announce the 1977 winners and to oversee the distribution of prizes.

NIRA thanks the American Fishing Tackle Manufacturers Association (AFTMA) for the participation of its members in the NIRA Contest. AFTMA members contributed top-name prizes for all contest winners. In fact, thanks to AFTMA contributors, an additional thirty NIRA-member employees received excellent prizes simply for entering the Contest. Among the participation prizes were an electric outboard motor, several deluxe tackle boxes, an 80-quart cooler, a radar fish finder, three heavy-duty boat seats and many fishing rods.



A rich array of prizes awaited winners and over 30 general participants in the 1977 Fishing Contest. All were donated by members of the American Fishing Tackle Manufacturers Association (AFTMA).

Update

Waltz Elected VP, Tournaments & Services

Stephen D. Waltz, CIRA (Cummins Engine Co.) was elected Vice President, Tournaments & Services by the NIRA Board of Directors, January 13, 1978. He will serve until May 1979. Waltz replaces **Jack Frain, CIRA** (formerly, McDonnell Douglas Corp.), who resigned from the Board late last Fall. Waltz served as 1975-77 Vice President, Tournaments & Services. Last May, President **Fritz J. Merrell, CIRA** (Olin Corp.) appointed him NIRA Treasurer. After Waltz' move to Tournaments & Services, President Merrell appointed Past President **William B. DeCarlo, CIRA** (Xerox Corp.) to fill the remainder of the one year Treasurer's term.



Karen S. Brown of AFTMA assisted Contest Coordinator **Gene Miller, CIRA** with the participation prize drawing at the NIRA office.

1977 NIRA FISHING CONTEST

NAME & COMPANY	CATEGORY	WEIGHT	PLACE & PRIZES
J. Steve Parker Tupperware Home Parties	Bass, Largemouth	13 lbs.	1st Place Deluxe Rod & Reel
Bill Jackson Solar	Bass, Largemouth	12 lbs.-15 oz.	Runner-Up Fish Net
Bob Schmidt Quasar Electronics	Muskellunge	24 lbs.-06 oz.	1st Place Deluxe Rod & Reel
R. J. Smits Green Bay Packaging	Muskellunge	14 lbs.-04 oz.	Runner-Up Fish Net
Judy Hellige 3M Company	Northern Pike	21 lbs.-08 oz.	1st Place Deluxe Rod & Reel
Derrell Weilacher Cummins Engine Company	Northern Pike	17 lbs.-04 oz.	Runner-Up Fish Net
Frank LaFerla Kodak Canada	Walleye	13 lbs.-02 oz.	1st Place Deluxe Rod & Reel
G. Ken Koski Michigan Bell Telephone	Walleye	12 lbs.-05 oz.	Runner-Up Fish Net
Betty Anderkay Green Bay Packaging	Perch	1 lb.-14 oz.	1st Place Deluxe Rod & Reel
Michael L. Miller Michigan Bell Telephone	Perch	1 lb.-12 oz.	Runner-Up Fish Net
Henry Remmert U.S. Postal Service	Salmon	35 lbs.-08 oz.	1st Place Deluxe Rod & Reel
Peter F. Stanley Babcock & Wilcox	Salmon	28 lbs.-08 oz.	Runner-Up Fish Net
Gene T. Kulzer 3M Company	Trout, Brown	4 lbs.-01 oz.	1st Place Deluxe Rod & Reel
Harry F. Zitzka Quasar Electronics	Trout, Lake	35 lbs.	1st Place Deluxe Rod & Reel
Quentin L. Sommers 3M Company	Trout, Rainbow	13 lbs.-02 oz.	1st Place Deluxe Rod & Reel
Gary Senft U.S. Postal Service	Trout, Rainbow	06 lbs.-05 oz.	Runner-Up Rapala Knife
Todd A. Good Cummins Engine Company	Bass, Sea	04 lbs.-05 oz.	1st Place Deluxe Rod & Reel
Payson Willard Texas Instruments	Kingfish	38 lbs.-03 oz.	1st Place Deluxe Rod & Reel
George T. McNeill McDonnell Aircraft	Kingfish	20 lbs.	Runner-Up Rapala Knife

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professional services directory

Kotz  **Schneider**

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CIRCLE READER SERVICE CARD NO. 7



by
Melvin C. Byers, CIRA
NIRA Consultant

Q. I am Program Director for an air force base. A colleague here suggested that you might be able to provide new ideas for our social and youth programs. Can you help?

A. One of the most important factors to recognize when programming recreation activities — and one which you have undoubtedly taken into consideration — is the average age of the people for whom you are planning. Among adults, we have found prime interest in those activities which were popular when they were young — aged 18 to 30. For children, some excellent entertainment and educational programming ideas can be discovered by watching children's television programs. In the area of children's athletic endeavors, look into filling the voids in activity schedules in the local community. Consider junior bowling, softball and golf leagues. Get parents involved as coaches or as participants in parent-child weekend outings. Most of your athletic leagues should promote personal development and total participation rather than heavy competition or selective membership. You can always reserve special teams for those to whom competition is important.

Family events are most important for any recreation program, since employee satisfaction is increased and reinforced when workers' families appreciate the employer. For a military base, where entire families depend upon base services, it is essential.

Many programs can involve the family. They include ice and roller skating — lessons, free skating and parties; bicycle outings; nature hikes; cross-country skiing; sledding and toboggan outings; fishing rodeos and splash parties incorporating simple water games and contests. Kids and parents also enjoy pet shows and exhibitions, overnight field and

forest camp-outs, seasonal activities such as Easter egg hunts and Christmas parties, zoo days, picnics and hay rides. There are a number of other family events which can be arranged with commercial recreation facilities such as short plane rides, railroad tours, amusement park days, rodeos, theatre trips and television show audience participation. Considerable interest can be aroused through contests for such diverse activities as snow sculpture, photography, crayon and water color art and kite building and flying.

Form a planning committee involving adults and youths. It will generate even more program ideas and stimulate participation. There is an old rule of thumb concerning participation that seldom fails: the more people involved in the planning, direction and promotion of an event, the greater the attendance. For every person who is involved in a theatrical production, for example, ten fellow employees and family members will be attracted to the event. Some producers of company shows endeavor to fill the cast, crew and orchestra with 10-20% of the total work force. This assures a memorable event for many participants and a sell-out before the event takes place.

Do not forget that some of your best ideas come from your participants themselves. Encourage them to come forth with suggestions. Give awards for the best new idea, most successful new activity, outstanding chairman of the year, best publicized event of the season, etc. A committee brainstorming session also develops enthusiasm and interest.

There are five common components of successful recreation programs:

- (1) Eating and drinking
- (2) A chance to win
- (3) Passive participation
- (4) Active participation
- (5) Thrills and adventure

If you are able to include all of these components through a variety of activities, your overall program should interest a broad spectrum of participants. Success is virtually assured if your offerings are planned with participant help and promoted widely and well.

I have forwarded a copy of your question to NIRA headquarters with a request that our staff send you Association publications containing additional programming ideas.

RM

meet your board



Gloria Boyles serves on the NIRA Board of Directors as the Senior Director from Region I. She was elected Junior Director in May 1976 and will complete her term this coming May.

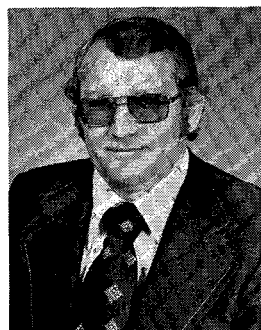
Boyles is Recreation Coordinator for Union Carbide Corporation in New York City. She also acts as Executive Secretary of the Carbide Club, the corporation's employee association, and directs the Union Carbide Glee Club. She began her career with Union

Carbide in the corporate accounting department and moved to full-time recreation work in 1970.



Arthur L. Conrad, CIRA, Vice President of Public Relations, has been a mainstay of NIRA for many years. As Vice President of Employee and Public Relations for Flick-Reedy Corporation in Bensenville, Illinois, Conrad oversees one of the outstanding employee recreation programs among the nation's smaller companies. His programs have repeatedly won the NIRA Citizens Savings Award. As a member of the Board of Directors and as Vice President of Public Relations, Conrad has helped publicize NIRA, nationally.

Art Conrad earned his A.B. from the University of Notre Dame, his Ed.M. from DePaul University in Chicago and his law degree from Loyola University in Chicago. A lifetime of military, educational, civic and religious service has earned Conrad a lengthy list of honors. He will hold his present term with NIRA until May 1978.



Jerre Yoder is NIRA Vice President of Finance. He is Chief of Employee Services for the Fort Worth Division of General Dynamics Corporation.

Yoder holds a degree in Accounting. Between 1968 and 1973, he worked as an accountant and auditor for General Dynamics. In late 1973, he became Manager of the Division's large and active Recreation Association. In April, 1976, Yoder was promoted to his present position overseeing recreation and many other employee benefits.

Yoder was instrumental in organizing the thriving Dallas/Fort Worth Metroplex Recreation Council (MRC). He served as its Vice President of Programs in 1975 and was elected Council President in 1976. Also in 1975-76, Yoder was elected Junior Director from Region VI. He served as 1976-77 NIRA Treasurer and was appointed to his present position last May.

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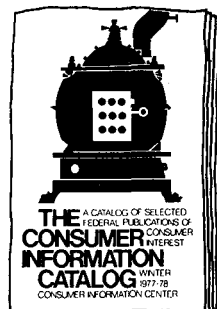


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nira calendar

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton — (213) 847-9582.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau — (313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings were suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

Region II will hold its second annual Conference and Exhibit in Toledo, Ohio in the Fall of 1978. Contact Mel Byers, CIRA — (419) 475-5475.

Region VII will holds its 28th annual Conference and Exhibit, September 28-October 1, 1978 in Universal City, California. Contact Bill Ranney — (213) 764-0025.

37th Annual NIRA Conference and Exhibit will be held May 18-23, 1978 at the North-Park Inn, Dallas, Texas. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

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Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. The book covers such basics as building membership, motivating people, developing communications, conducting meetings, financing programs, handling public relations, understanding government regulations, and more. Hard-cover. 437 pages. \$15 for NIRA members, \$20 for non-members.

☐ Recreation Management Magazine

Monthly professional journal for industrial recreation directors, leaders, and program coordinators. The only publication of its kind in U.S., **RM** features program ideas, educational material and articles detailing social, athletic, cultural, and service programs in business, industry and government. Published 10 times per year.

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National Industrial Recreation Association

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Everything you need to know: organizing, publicity; 4- to 36-team leagues, eliminations, and finals. 36 pages. \$4.00

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Dimensions and specifications for more than 70 sports arenas, pools, courts and fields. For industrial, private, public recreation leaders. \$4.00

☐ **The Untapped Potential: Industrial Recreation**

Illustrated booklet based on a talk by Frank Flick, president of Flick-Reedy Corp., a NIRA "Employer of the Year." Programs at Goodyear, Timkin, Kodak, Xerox, Flick-Reedy and others included. \$3.00.

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☐ **Who's Who in Business, Industry and Government Employee Recreation**

This is the only directory of Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). Each employee recreation specialist is listed with notes on his/her education and accomplishments. 46 pages. \$7.50

☐ **Top Management Speaks**

Nineteen top corporation executives explain why they back industrial recreation and NIRA. Chairman of the Boards for the Ford Motor Company, Goodyear Tire & Rubber, U.S. Steel, 3M, and other industrial giants provide invaluable support for your programs. A "must see" for management in your organization. \$5.00 each. Quantity discounts available for 20 or more.

**** SEE REVERSE SIDE ****



SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT —

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center —

Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

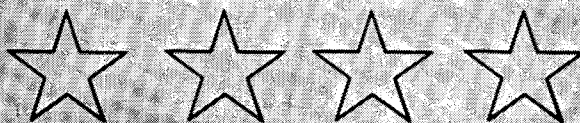
College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

AMERICANA'S

"Boffo"

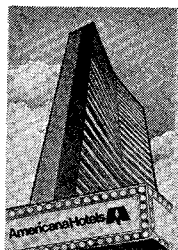
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- "Free parking in the hotel."
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Or, how to catch a show without having to catch the milk train.



The Americana Hotel will get you two orchestra seat tickets for almost any Broadway show you choose, any night of the week. (For some shows we need 48 hours notice.)

And when it comes time to dash for the last train home, you'll find instead a deluxe double room waiting for you in the theater district.

And before or after the show — a cocktail at the hotel. And if you drive into town, drive right into the

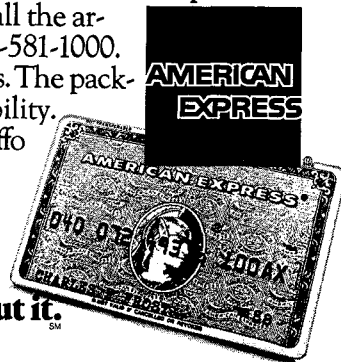
hotel garage. Free parking is included in the package.

And \$79 per couple wraps up the package including all taxes. Just put it on the American Express Card. The Americana will make all the arrangements, simply call 212-581-1000. Ask for "Boffo" reservations. The package is subject to room availability.

Let the Americana's Boffo Broadway Package take the milk train out of your next night out on the town.

The American Express Card. Don't leave home without it.

CIRCLE READER SERVICE CARD NO. 8



IN THIS ISSUE:

Employee services decrease absenteeism
Merchandise resale program
Recreation volunteers
How to attend the NIRA Conference
Welcome Houston-Galveston IRC
Board of Directors' winter meeting

recreation management



Employee Services reduce labor costs

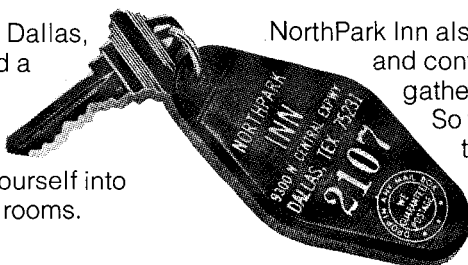
**One employer's new recreation program
helped cut absenteeism by 23% in one year**

. . . see story, page 18

Name three places where you can dine like a king, sleep like a baby, work like a Trojan and play to your heart's content!

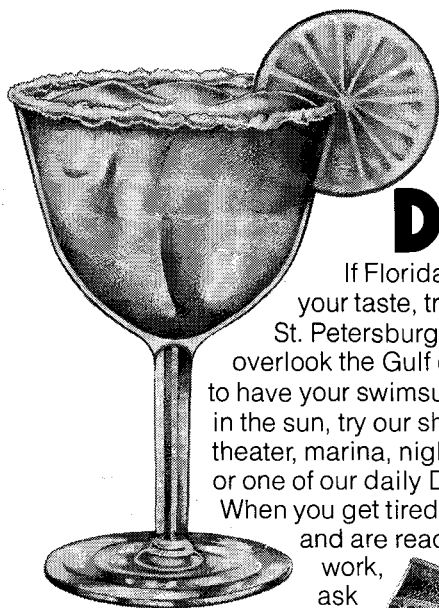
NorthPark Inn

Located in the heart of North Dallas, NorthPark Inn is just a hop, skip and a jump to the finest shopping, best restaurants, dinner theaters, discos and movies in the area. Then, when you're all tuckered out, tuck yourself into one of our 365 ever-so-comfortable rooms.



NorthPark Inn also features extensive meeting and convention facilities to handle a gathering of 3 to 3,000.

So the next time you come to Big "D," plan to stay at the big "N," NorthPark Inn.



The Happy Dolphin

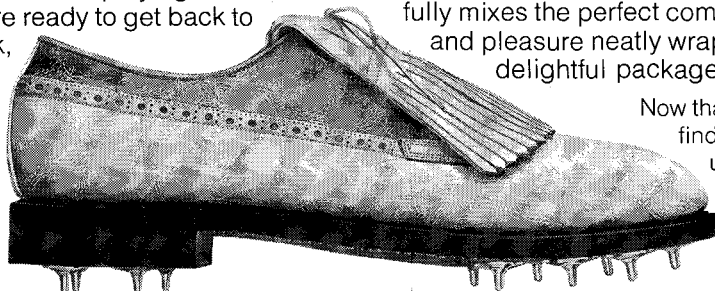
If Florida suits your taste, try The Happy Dolphin, St. Petersburg. Your room will overlook the Gulf of Mexico, so be sure to have your swimsuit handy. For more fun in the sun, try our shopping village, theater, marina, nightly entertainment or one of our daily Disney World tours. When you get tired of playing around and are ready to get back to

work, ask about The Happy Dolphin's complete convention facilities.

The Plantation Inn

Get away from it all with "good old Southern Hospitality" at The Plantation Inn, Crystal River, Florida. Besides the excellent food and charming atmosphere, there's an 18-hole championship golf course and all-weather tennis courts on the premises. You can also swim, fish, scuba and skin-dive to your heart's content. And, if you want to bring a planeload of friends along, land on our private airplane landing strip. As you can clearly see, with our complete convention facilities, The Plantation Inn successfully mixes the perfect combination of business and pleasure neatly wrapped up into one delightful package.

Now that you know where you can find all these wonderful things under three roofs, make your plans to visit one of them today.



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EXECUTIVE DIRECTOR
PATRICK B. STINSON

April, 1978

recreation management

Volume 21, Number 3

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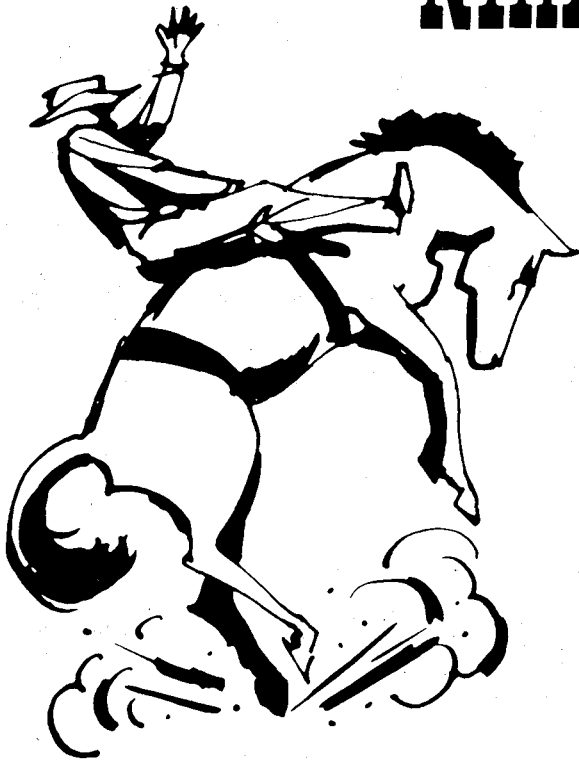
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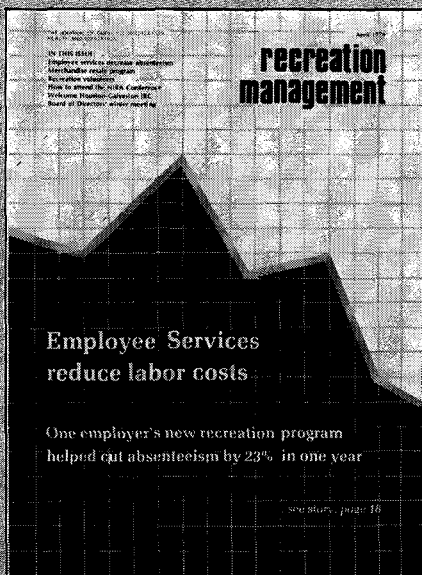


**37th Annual
Conference & Exhibit**

May 18-23, 1978

**NorthPark Inn
Dallas, Texas**

about the cover



Employee recreation is just part of the wider personnel services field. Many NIRA members administer not only purely recreational activities but also a host of other services, all of which are aimed at maintaining a stable work force while reducing labor costs. Our cover story describes how the introduction of a modest recreation and services program helped a small Ohio firm reduce non-paid absenteeism by a startling 23%. Related stories in this issue cover the popular service of merchandise resale and the two-way benefits of an active recreation volunteer program.

Next month: 1978 Conference and Exhibit

THIS IS ALL YOU NEED TO BECOME A GROUP TRAVEL EXPERT.

Group Planner Worksheet (Optional Features and Activities)

Cocktails and Hors d'Oeuvres (Per Person)

	1 Hr.	1 1/2 Hrs.	2 Hrs.	No. of Persons	Group Total
Open Bar (Local Brands)	\$ 5.50	\$ 7.00	\$10.50		
Open Bar (All Brands)	7.50	11.00	15.00		
Open Bar (All Brands) with hot and cold food	8.25	10.25	13.25		
Open Bar (All Brands) with hot and cold food	10.25	13.75	17.75		
Rum Punch Party with dry snacks	3.50	5.00	6.50		

15% Gratuity not included. Prices include fruit, samurai, ice, mugs, glasses, napkins & straws. Subtotal \$

Entertainment (Per Performance)

	1 Hr.	2 Hrs.	3 Hrs.	No. of Performances	Group Total
Dance Band	\$400.00	\$400.00	\$400.00		
Calypso Band	350.00	400.00	450.00		
Steel Band	450.00	450.00	600.00		
Native Show with Band					
Fashion Show					

Tours & Sightseeing (Per Person)

	1 Hr.	2 Hrs.	3 Hrs.	No. of Persons	Group Total
Ocho Rios Highlight	\$ 9.75	\$ 12.00	\$ 15.75		
Boating on the Rio Grande	17.75	28.25	35.75		
Inland tours to Kingston	30.00	35.00	40.00		
Boating on Martha Jane	18.70	24.00	27.75		

Tours & Sightseeing (Per Person)

	1 Hr.	2 Hrs.	3 Hrs.	No. of Persons	Group Total
Jamaica Night on the White River	\$ 9.00	\$ 12.00	\$ 15.00		
Dunk River Feat.	14.00	17.00	20.00		
Show Park Gardens Tea Party					

Sports (Per Person)

	1 Hr.	2 Hrs.	3 Hrs.	No. of Persons	Group Total
Sailboat per hr.	\$ 5.75	\$ 7.00	\$ 8.25		
Scuba Diving with instructor per	17.00	28.00	35.00		
Glass Bottom Boat trip	5.75	7.00	8.25		
Skate Diving per hr.	15.00	17.00	20.00		
Deep Sea Fishing 4 Hrs.	7.00	8.00	9.00		
Horseback riding per hr.					

Golf (Per Person)

	1 Hr.	2 Hrs.	3 Hrs.	No. of Persons	Group Total
Green Fees	\$12.00	\$12.00	\$12.00		
Caddy Fees	4.00	4.00	4.00		
Green Fees	8.00	8.00	8.00		
Clubhouse	3.00	3.00	3.00		

Notes: To figure per person cost for additional features or activities, divide total cost by number of persons participating.

Grand Total

Person = \$ Subtotal Group Grand Total \$

Our Unique Jamaica Group Packs Make Everyone an Expert.

The Great Jamaica Group Packs are pre-packaged group programs at seven great Jamaica resorts. You start with the basic vacation package (which includes lots of extras) priced as low as \$22 per person per night. Then add whatever options you choose—everything from cocktail parties to fashion shows to tours to golf tournaments, the exact cost of each option is spelled out so you can tailor a package to fit your group perfectly. And, best of all, our expert staff will handle all the arrangements and make sure everything goes like clockwork. It's the easiest way ever to give a group all the excitement, sports, beauty and joy of Jamaica.

If you're planning a trip for a group, nobody works harder to make your job easier.

For your copies of our Great Jamaica Group Pack pre-packaged group program, or for more information on our great hotels, see your travel agent right away, call toll-free or send in the coupon.



OCHO RIOS: Hotel Inter-Continental Ocho Rios - 353 Guestrooms - Eight meeting and banquet rooms for up to 1000. **Mallards Beach-Hyatt** - 379 Guestrooms - Seven meeting and banquet rooms for up to 600. **MONTIGO BAY:** Rose Hall Inter-Continental Hotel & Country Club - 508 Guestrooms - Eight meeting and banquet rooms for up to 1075. **Royal Caribbean Hotel** - 168 Guestrooms - One meeting and banquet room for up to 350. **RUNAWAY BAY:** Runaway Bay Hotel & Golf Club - 152 Guestrooms - Five meeting and banquet rooms for up to 200. **KINGSTON:** Hotel Inter-Continental Kingston - 330 Guestrooms - Eight meeting and banquet rooms for up to 1200. **Sheraton-Kingston** - 197 Guestrooms - Nine meeting and banquet rooms for up to 800.

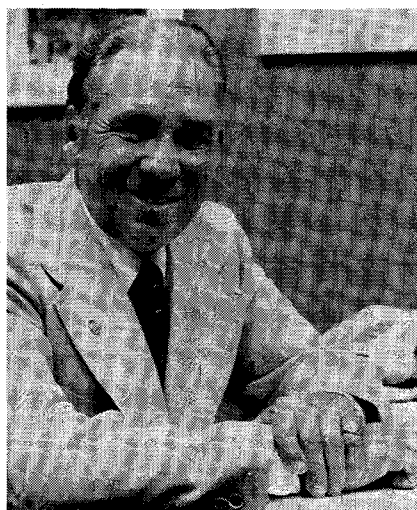
Please send my copies of the Great Jamaica Group Packs. Jamaica Resort Hotels, call toll-free 800-327-0371 (In Florida, call collect 305-442-4693.) P.O. Box 898, Coconut Grove, Florida 33133.

Name _____ City _____
Address _____ State/Zip _____

Jamaica Resort Hotels are owned and/or operated by National Hotels & Properties, Ltd.. Rose Hall Inter-Continental Hotel & Country Club is operated by Inter-Continental Hotels Corp. Runaway Bay Hotel & Golf Club is operated by Fitzroy International, Inc.

The NIRA President would like a word with you . . .

. . . about the Dallas Conference



**Fritz J. Merrell, CIRA
Olin Corporation
NIRA President**

I expect to see you at the 37th Annual NIRA Conference and Exhibit.

If you have attended a NIRA Conference before, I don't have to sell you on the idea. You know how valuable it is, both in formal education and in the opportunity to meet other recreation directors. For those who have never been part of the only national meeting of employee recreation directors, make the Dallas Conference your first.

A first-timer will feel like a newcomer only until he identifies himself as a NIRA member. From that moment on, you will find veteran NIRA members from every kind of organization ready to make you feel a part of the Association. We are fortunate to be large enough to present a full and varied Conference, and yet small enough that a new member or a greenhorn delegate never gets lost in the shuffle.

Education is our primary purpose in meeting every year. As we have

already pointed out, proudly, this year's Conference has more hours of education than any Conference we have ever held. (Check last month's RM for a synopsis of some of the program's more exciting topics.) Educational sessions are serious, but casual. Most begin with a formal presentation, but usually break for informal questions. Both during sessions and after them, you will be able to bring your personal inquiries to the speakers.

Informal learning from other recreation directors is the most valuable portion of every Conference for some delegates. Virtually every first-time delegate is surprised and delighted to find so many other administrators who share his problems and have realistic, practical advice to offer. The friendships that begin at Conferences will last for years to come.

We are a unique market for the suppliers who exhibit at the annual Conference. They come to court our business — to attract patronage from the employee groups we represent. Exhibit sessions, always warm and informal, allow you to meet representatives of sporting goods manufacturers, tour operators, amusement parks, discount services and more. They want to show you the special programs they can offer your employees. And they are ready to discuss your special needs.

As an official representative of your organization, you also come to the NIRA Conference as a national elector. In the Association's annual "town meeting", you will participate in elections for the officers

who govern the Association. Open nominations always prevail at the annual meeting and you are encouraged to enter your eligible candidates for office.

National awards will also be a part of the NIRA Conference. If you have entered any one of the NIRA awards categories, of course you will want to be present when the final selections are announced. If you are interested in learning from the finest programs in the country, the open sessions with administrators of award-winning programs will be of special interest to you.

Be sure to tell your spouse about the NIRA Conference, too. We have designed a special program for spouses, to complement the regularly scheduled delegates' educational line-up. Tours of special interest points in Dallas will make the trip fun for your better half. Of course, the spouses' program is woven around the entertainment highlights of the Conference, such as the President's Ball, so that the two of you can enjoy the relaxing, social aspects of the Conference together.

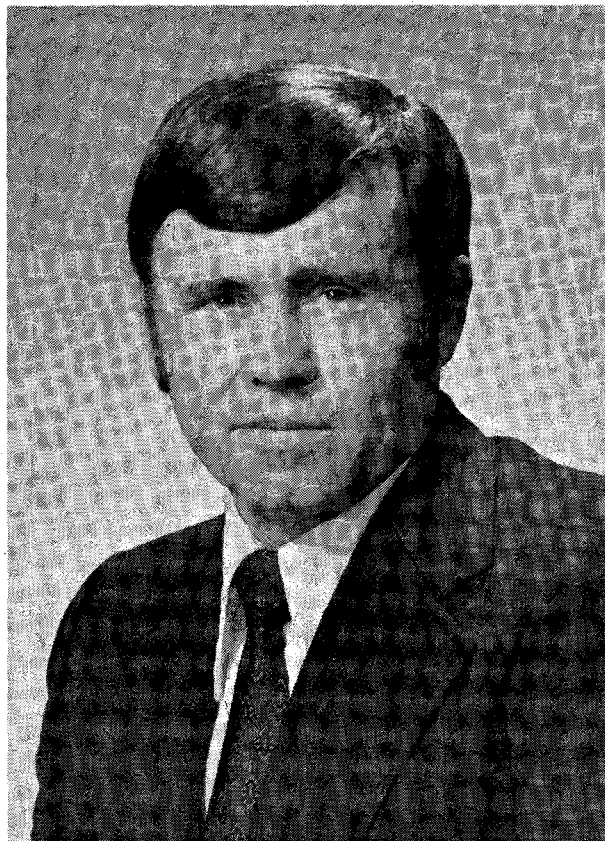
Our Conference and Exhibit offers the best benefits of NIRA membership. In attending, you make the most of your investment, and your company's, in the only association for employee recreation directors. Make a special effort this year to come to Dallas. If you need any information or assistance with your plans, please call the NIRA office.

Fritz J. Merrell

The President of Groves Thread supports employee recreation

MOST OF OUR
YOUNGER EMPLOYEES
WHO ARE MOVING
INTO POSITIONS OF
RESPONSIBILITY ARE
THOSE WHO CAME UP
THROUGH OUR
RECREATION
PROGRAM

Earl T. Groves
President & Treasurer
Groves Thread Company, Incorporated



"In the past two decades, our society has been shaken by the winds of change. We have witnessed the decline of the work ethic, the springing up of the hippie movement and drug culture, the growth of a rootless society and general dissatisfaction and disenchantment among large segments of our population.

"Modern technology has made possible shorter working hours, more holidays, and consequently greater leisure time. One would anticipate that people would be happier and better satisfied than at any time in our history.

"However, the opposite is true. The work ethic is no longer enough. With increased leisure hours we need programs that give people constructive,

rewarding, and satisfying use of their discretionary time. We need a work-leisure ethic that brings people a sense of fulfillment and achievement in their daily lives.

"I firmly believe that industrial recreation provides many answers to the problems of our society. We find this to be true in our own company. Most of our younger employees who are moving into positions of responsibility are those who came up through our recreation program. They are also proving to be active and interested citizens in the communities in which they live.

"I am convinced that well-conceived industrial recreation programs are a tremendous stabilizing influence to our American way of life."

From *Top Management Speaks*

Check the publications order form card at the back of this issue



Your Business can be one too.

Red Cross needs individual volunteers, and donors of blood and money, by the millions.

But we need even more help. We need the solid support of American Business. And we never needed it more.

If your business is already helping, by organizing blood drives, and by supporting payroll deductions—either directly for the Red Cross, or through the local combined fund drive—the whole community owes you thanks. And we thank you, too.

Last year, with help from our friends, we offered major aid at over 30,000 disasters—from typhoons, to local (but just as devastating) house fires.

We were able to help the elderly with practical programs, we helped veterans by the hundreds of thousands, we taught people by the millions to swim or swim better. And that's just the tip of the iceberg.

Think of America without The American Red Cross.

And you'll know why we need your business as a Red Cross Volunteer. In your community. And all across America. Contact your local Red Cross Chapter to see how your company can become a volunteer.

**Red Cross.
The Good Neighbor.**

nira news

Employee services make good P.R.

Employee services can score valuable public relations points when groups of employees from one company serve their community. An Owens-Illinois plant in Vineland, New Jersey found itself cited as a community hero recently because of its personnel service activities.

Marvin Smith, managing editor of the *Vineland Times Journal*, noted charitable contributions by employees of the glass manufacturer in an editorial. Portions of his statement appear below, with RM's emphasis added:

With all the fuss about industry finding an alleged paradise in the Sunbelt, it's encouraging that some firms realize that the future is here—in the North.

Owens-Illinois, which operates the Kimble plant in Vineland, apparently is one of them. And it's fortunate for this city . . .

Although it operates without fanfare—and in many instances decries publicity—O-I is one of the big contributors to the financial and social well-being of this community. Last year it funneled \$21 million to workers in Vineland in wages and salaries, it spent \$6 million in purchases locally in addition to buying \$2 million worth of electricity from the City Utility, and it paid \$317,000 to the city in taxes.

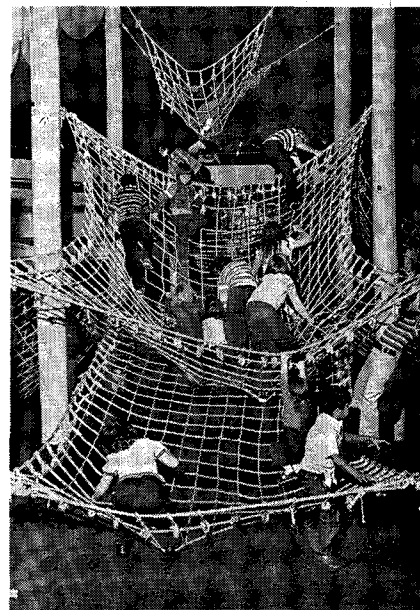
Its employees donated \$23,000 to the United Fund last year and the company contributed \$8,000. The Red Cross received 470 pints of blood from Kimble workers.

Those are cold statistics which can never convey the warmth existing between the community and the Kimble plant of Owens-Illinois . . .



Old Chicago invests in the future

Old Chicago, a 5 1/2-acre enclosed amusement center in suburban Chicago, is betting millions that it can make a new name for itself among midwestern theme parks. The one-of-a-kind attraction has sunk a \$6 million capital investment into revamping the combination amusement park and shopping village. The owners have also wooed professionals with experience from such well-known parks as Disneyworld, Six Flags, Sea World and the Grand Ole Opry to staff the park.



The Eagles Nest is part of the new children's Fun Factory at Old Chicago. The innovative concept offers eighteen "soft" play experiences in a supervised arena for parents and children.

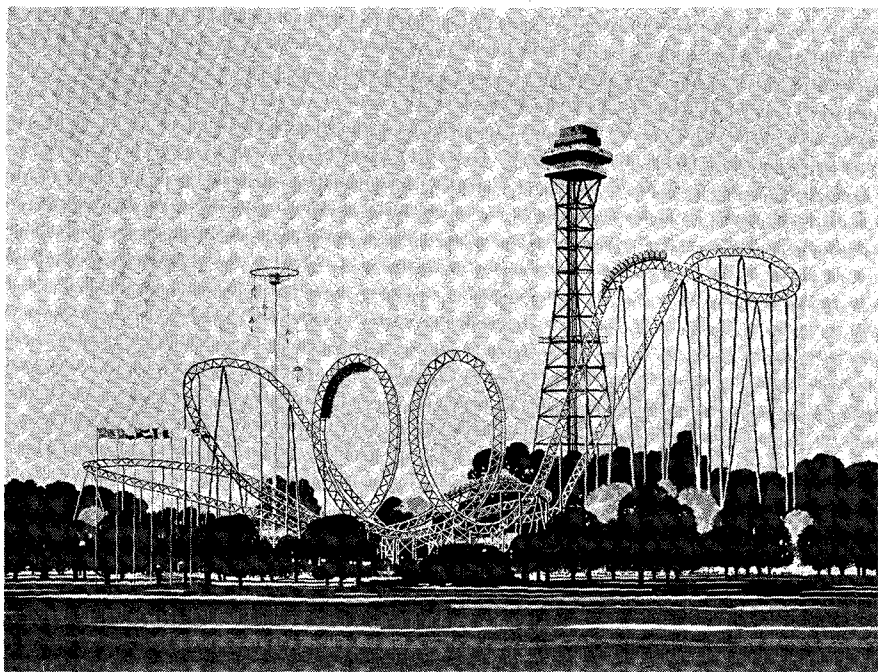
Old Chicago's unique concept combines a leisurely enclosed shopping mall in a "Gay 90's" atmosphere with an indoor amusement park. Small stores and a beer garden are arranged along a curving "street" in the shopping area. The amusement section offers 22 rides and 24 carnival games in a 16-story high domed enclosure. Four shows

fer entertainment throughout the ark. Dizzying rides, including the "Chicago Loop" offer thrills to patrons of all ages.

A single admission ticket opens the park for unlimited fun. Calling itself the "Family Fun Capital," the amusement area admits adults for \$5.75 and children under 12 for \$4.75. Sales Manager **Jim Cleary**, formerly of Sea World, Ohio, welcomes inquiries from NIRA members about group discounts and arrangements. Contact him at Old Chicago, 555 S. Bolingbrook Dr., Bolingbrook, IL 60439 — Phone (312) 759-1895.

Shock Wave over Texas is a double-looper

Delegates to the NIRA Conference this May can prove their daring on "the tallest, longest, fastest double-loop roller coaster in the world." The Shock Wave, scheduled to roll this spring, is the latest addition to Six Flags Over Texas. The famous theme park will host a tour for NIRA delegates during the 37th Annual Conference and Exhibit.



A new double-loop roller coaster will challenge NIRA visitors at Six Flags Over Texas, the famous theme park near Dallas.

Delegates beware. The German-made looper is designed to hurl as many as 1,800 passengers hourly at speeds up to 60 miles per hour. According to General Manager **Dan Howells**, the \$2 million attraction will carry riders 116 feet into the air

before suddenly plunging down a sharp incline and through two 70-foot tall vertical loops which will literally turn them upside down twice. "Then," says Howells, "it goes on to do what you would expect from a great roller coaster." **RM**

names in the news

Melvin C. Byers, CIRA, NIRA Consultant, has been named an honorary Lifetime Board member by the George P. Crosby Gardens in Toledo, Ohio. Crosby Gardens is a multi-purpose center for environmental and cultural programs. Byers' active involvement in employee and community recreation, nationwide, belies his official retirement.

Jacqueline Erwin, Personnel Director for the Toledo-based Peoples Jewelry Company, was recently elected Vice President of the Toledo chapter of the International Association of Personnel Women. Erwin co-authored the "Organization Profile" in this issue.

Richard Carlsen, CIRA and **Pamela Crespi** have become instructors with the Recreation Management Training Unit, Navy Special Services Administrative Activity (NSSAA), located at the Naval Air Station, Patuxent River, MD. The unit conducts courses in ashore installation and ship-board recreation management as well as recreation accounting courses and facility management symposia. Carlsen was formerly a Field Representative with NSSAA, while Crespi was Dependent Activities Supervisor at the Naval Weapon Station, Charleston, SC.

Two NIRA members played an active role in the Alberta Recreation and Parks Association Fall

Conference, **RM** learned recently. **Stan Fisher**, Director of the Recreation Programs Branch of Alberta Recreation, Parks and Wildlife Service, was a keynote speaker. Assisting him with his presentation on industrial recreation was **George Grigor, CIRA**, a member of NIRA's Board of Directors.

**Send news
about NIRA members
to the
Editor,
Recreation Management
20 N. Wacker Dr.
Suite 2020
Chicago, IL 60606**

news in brief

Fish and wildlife gain in popularity

You should have no fear for the strength of your outdoor sportsmen's clubs. Hunting and fishing have attracted legions of new converts, according to the U.S. Fish and Wildlife Service. The Service noted, in a recently published report, that the number of hunters increased by 44% during the first five years of this decade. The number of fishing enthusiasts rose 62% in the same period.

The figures were released early this year as part of a regular study of wildlife-related activities published every five years by the Service.

Although female participation in angling and shooting sports has increased in recent years, both sports remain a male domain. Of 20.6 million hunters, 92% were men. Among the 53.9 million fishers, nearly one-third were female.

The survey also found interesting news for target shooting clubs. The report stated, "While 16.2 million persons participated in some form of recreational shooting with firearms, 22% of these were nonhunters and nonanglers, 26% were anglers, and 52% were hunters. In other words, 48% of those who shot firearms for recreation were not hunters."

Shooting Foundation posts hunter's ethics

Members of your hunting and fishing clubs will probably acknowledge that their sport still faces a

public relations problem with at least part of the nonhunting population. In an effort to help outdoor sportsmen improve their image, the National Shooting Sports Foundation, which sponsors the annual National Hunting and Fishing Day, recently released the following reminder to all hunters. It includes a worthwhile set of resolutions to review at the start of any season:

"As hunters, it may not be all that important if we continue to forget to pack in a lunch, never get around to repainting the decoys this summer or are still occasionally late for an early morning hunting rendezvous; but there is one thing that we can't afford to forget, and that's the ethical conduct of all of us who hunt.

"We may be able to forgive the hunting partner who ends up eating half our lunch or causes us to miss the morning flight and never seems to have the right shells, but none of us should tolerate the hunter who fails to abide by the rules of hunting ethics. Just how important this is was revealed by a major study on public attitudes toward hunters and hunting conducted by a New York research organization for the National Shooting Sports Foundation.

"On the surface, it would seem that the results of such a study would probably show the public as regarding hunting as an unfair contest and the way a bunch of guys had to prove their manhood, among other things.

"The truth is, it didn't come out that way at all. The public (and by that we mean people pre-selected to have no bias for or against hunting) found the biggest fault with the hunter himself. When actually put to the test, the public has no big complaint about hunting but a big fault to find with the way we do it. Hunters are viewed as not very well trained, as not very good shots, as inadequate woodsmen and, moreover, as being pretty much a slob while doing their thing.

"So, for 1978 and beyond, let's resolve to clean up our act. Let's not let the untidy actions of a few ruin it for all of us. Here at the National Shooting Sports Foundation, we

have nine points of sportsmanlike conduct:

- (1) You respect the rights of land owners
- (2) You use a dog when hunting birds
- (3) You know your gun and what it can do
- (4) You match your ammunition to the game
- (5) You shoot only when absolutely certain of your target
- (6) You pick up spent shells and other litter
- (7) You clean and care for your game properly
- (8) You can have a great day without taking the limit
- (9) You know that just being out there is really what it's all about

Snowmobile clubs a safe bet for '78-'79

If your employees did not make overtures about starting a snowmobile club this year, you may well hear the suggestion next fall. Snowmobiling, which already claims more than nine million participants in North America, is winning more converts every season. This new form of winter recreation is the third fastest growing sport in America, according to a survey by the A.C. Nielson Company.

Even before this year's record snow began to fall, snowmobile retailers reported big increases in sales. Sales figures for the period ending November 30, 1977 showed a 20% increase over the previous year, according to Mortimer B. Doyle, president and chief executive officer of the International Snowmobile Industry Association. By the end of last November, 95,000 of the motorized sleds had been sold in just one year.

Recreation directors who contemplate sponsoring snowmobile clubs must be aware of the safety considerations involved with this still-new sport. Among the many new snowmobile pilots are a sub-



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Snowmobile clubs have become increasingly popular among employee groups.

stantial number who have inadequate training in basic safety considerations and practices. A well-organized and responsible family snowmobile club can provide a valuable service by offering safety instruction and supervised group outings. Those interested in more information about the sport may contact the International Snowmobile Industry Association, Suite 850 South, 1800 M Street, N.W., Washington, D.C. 20036.



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BOARD OF DIRECTORS' WINTER MEETING

✓ *Year-end Financial Report*

✓ *By-laws Revision*

✓ *New Publications*

✓ *Spring Membership Campaign*

✓ *Increased Research Support*

✓ *1978 Elections Preparations*

NIRA's Board of Directors began 1978 with a solid financial report and plans for increased membership growth. The Board met Friday, January 13, 1978 at the Beach Club Hotel, Ft. Lauderdale, Florida. Under the leadership of 1977-78 NIRA President **Fritz J. Merrell, CIRA** (Olin Corp.), the Association's governing body acted on many topics of interest to the general membership.

Vice President of Finance **Jerre Yoder** (General Dynamics) reported that the Association ended 1977 in the sound financial balance appropriate for our non-profit status. Preliminary tabulations of 1978 dues payments indicate that the membership assessment increase approved by general referendum last fall has been well accepted. The increase in dues, necessary to offset rising operating costs, has apparently not had an adverse effect on membership renewal.

The Special Personnel Committee of the Board has begun a study of the Association's by-laws. The Committee will prepare updated and

clarified by-laws for later membership review and approval.

Two new information publications will be prepared at the direction of the Public Relations Committee, chaired by Vice President **Arthur Conrad, CIRA** (Flick-Reedy Corp.). A new brochure will describe the National Industrial Recreation Research and Education Foundation (NIRREF). The Foundation, separately incorporated but closely tied to NIRA, sponsors such educational efforts as the employee recreation textbook currently in production. A new NIRA speaker's kit is also scheduled for production this year. It will be prepared for the use of any NIRA member who speaks to a public or private group about employee programs. It will include information about the history of recreation in industry, its status and scope today and the future developments NIRA foresees for the field. The kit will also include a history of NIRA as well as membership information. When complete, the kit will be available free to members upon request from the NIRA office.

The Board reaffirmed its 1977 commitment to expanding membership. Long an advocate of aggressive membership solicitation, Vice President of Membership **Ken Wattenberger, CIRA** (Lockheed California) supported a new all-out membership campaign. Beginning this spring, the NIRA office will work with several other groups interested in employee programs, such as the American Society of Personnel Administrators, to reach potential new members. Occasionally, Wattenberger warned, there may be some inadvertent duplication of efforts, causing some current NIRA members to receive membership solicitation materials.

Also within the membership sphere, the Board clarified two recurring questions of eligibility. The Directors re-examined the question of whether labor organizations may become members of the national association. Current NIRA by-laws specify that organization members must open their recreation programs to the entire on-site workforce of a particular employer. Be-

cause of their limited memberships, therefore, the Board determined that labor organizations are not eligible for national membership. Secondly, the Board directed the NIRA staff to determine the authorized voting representative for every Industrial Recreation Council.

The Regional Management Committee congratulated the members of Regions II, III and VII for their 1977 Conferences. (Regions II and III began a new tradition of mid-western meetings this fall.) Representatives of all three regions confirmed plans to hold 1978 Conferences. Meeting sites and times will appear, when announced, in the monthly RM "NIRA Calendar".

NIRREF under the direction of **William DeCarlo, CIRA** (Xerox Corp.), has broken new ground in expanding its membership and preparing for future projects. At its January meeting, the Foundation redefined its voting membership to include all Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). Beginning with the 1978 membership renewal period, one dollar of every CIRA/L's certification membership dues will be allocated by NIRA to the Foundation. Regular business meetings of the Foundation will coincide with NIRA's national Conference.

The Foundation's current project, the employee recreation textbook, will be publically announced at the May Conference in Dallas. A synopsis of the text and order forms will be available.

As announced in last month's "Tournaments and Services" column, **Stephen D. Waltz, CIRA** (Cummins Engine Co.) was elected by the Board as Vice President of Tournaments and Services. He was elected by the Board, rather than the full membership, because he will fill the unexpired term of **Jack Frain, CIRA** who resigned from the position.

President Merrell appointed **William DeCarlo, CIRA** to fill the remainder of Waltz' 1977-78 term as NIRA Treasurer.



NIRA Treasurer DeCarlo

Also at the January meeting, the Board voted to expand 1978 the Postal Golf Tournament, initiated in 1977, from a 9-hole event to full 18-hole competition.

The Nominations and Elections Committee, under the leadership of Immediate Past President **Roy McClure, CIRA** (Lockheed-Georgia Co.), announced plans to solicit nominations for the NIRA Executive Committee. A letter to all voting members of NIRA will list those executive Board positions which stand open this May. They are the Vice

Presidencies of Finance, Public Relations, and Research and Education. Members must also select a President-Elect who will join the Board immediately and take office as President in May 1979. To be eligible for any of these four offices, a member must have served on the NIRA Board of Directors for at least one of the past four years. The letter to members will list every person who is eligible. Roy McClure will collect all national nominating ballots prior to the Conference and, with the candidates' consent, compose the slate from those who gain the greatest number of nominations.

The Board meeting closed with a review of Conference plans. President-Elect **Richard Brown, CIRA** (Texas Instruments, Inc.) reported full readiness for the May meeting in Dallas, while the site Selection Committee confirmed the 1979 and 1980 Conference sites as Rochester, New York and San Diego, California, respectively.

The present Board will meet again during the Conference and Exhibit next May in Dallas. Following general elections, the 1978-79 Board will also meet before the Conference closes.

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CIRCLE READER SERVICE CARD NO. 4

Recreation Volunteers

**Under thoughtful supervision
they will enrich your program
with their talents and enthusiasm**

by Peter DeFranco, CIRA

Volunteers are vital to recreation services

The role of the volunteer is vital to the total employee recreation program. This is especially evident when budgeting limitations can affect approval of new programs. The volunteer can become a valuable asset in program development by providing expertise and knowledge in his particular field of interest.

The involvement of volunteers can accomplish two major objectives. First, it can effectively and efficiently use their individual talents and skills to provide meaningful recreation experiences for other participants. Secondly, it should simultaneously create a feeling of success and satisfaction for volunteers.

Volunteers bring several benefits to the recreation program:

- Volunteers inject new ideas or points of view and enthusiasm that are valuable to both the professional staff and the employees who participate in the program.
- Volunteers can assume routine tasks and related responsibilities, thereby freeing the professional staff to concentrate on issues of highest priority.
- Volunteers contribute special knowledge, skill, and motivation which support those general participants who are interested in the development of the program.

- Active and experienced volunteers gain valuable insight into activity administration and develop an appreciation of the objectives and values of employee recreation. They become enthusiastic interpreters and supporters of your overall program.
- Volunteers enjoy involvement, understanding and personal satisfaction while participating in the activities they most enjoy.

For the reasons noted above, then, volunteers can be an important complement to both the employee participant group and your recreation staff. The role of volunteers and their contributions to the employee recreation program will continue to grow in importance as management accepts the need for program expansion, increased participation and greater cooperation between the employer and employees.

Volunteers require training and supervision

The development of a successful volunteer program combines various essential, interrelated features. Volunteers must understand their roles and responsibilities. It is the responsibility of the recreation professional to interpret and communicate those responsibilities. Principal procedures for developing volunteers fall into the basic areas of training, assisting, supervising and evaluating.

ing them. Several methods may be utilized to prepare volunteers for leadership roles in the recreation program:

Training volunteers

Individuals recruited as volunteers must participate in training sessions regardless of the expertise and skill which they bring to the program. Training periods should include attendance at staff meetings, conferences and workshops; reviewing program literature; and observation of staff personnel at work. New volunteers should also attend training sessions two/three weeks prior to beginning their volunteer assignments. Training sessions should cover the following related topics:

- General policies to be followed
- Instruction procedures and participant development
- Principles of sound recreation leadership
- Specific duties and responsibilities the volunteer is expected to perform
- Each volunteer's responsibilities to his fellow group members
- First aid and emergency procedures

Assignment of responsibilities

Assignment of volunteers should be made according to your assessment of their abilities to perform within the requirements of the program. When making assignments, you must make certain that volunteers understand several basic concepts, including:

- Program schedules — these include beginning and completion dates of the program period, the location and time(s) the service is to be performed, etc.
- The nature of volunteers' responsibilities — these must be definite, written and adjusted to each volunteer's ability and skill
- Each volunteer's reporting relationship

- The assistance that the volunteer will receive
- Any statistical records that are to be maintained
- First aid and emergency procedures

Supervising and evaluating volunteers

Responsibility for supervising and evaluating volunteers lies with the recreation staff. Volunteers need suggestions, advice, direction and inspiration from the recreation professional. They need the assurance that the professional will be available to assist them with difficult problems that may occur. Administrative attention to volunteers will help maintain a professional atmosphere surrounding them and assure the proper conduct of personnel and the highest professional standards in all activities of the recreation department.

Conduct an interview with each volunteer concerning his/her role and evaluation of that role. Add your impressions from the interview to your observations of the volunteer at work. A number of areas should be considered in your evaluation:

- Opportunities to observe the volunteer and his/her achievements
- The accomplishments of groups under his/her leadership
- The volunteer's problem-solving techniques
- His/her completion of assigned responsibilities
- His/her relationship to other volunteers and recreation personnel
- The volunteer's attitude toward the employee recreation department and its goals and objectives

Reward the efforts of your volunteers and reinforce their commitment to employee services through a recognition program that will provide sufficient mean-

Continued on following page

professional services directory

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Recreation Volunteers continued

ing in their role. Recognition can come in the form of thank you letters; articles in newspapers, professional magazines, etc.; or praise of volunteers in the recreation department's annual report. You may also want to recognize volunteers with appreciation awards or other tangible symbols. Special awards are occasionally presented to individuals who have participated as volunteers over a long period of service. (See "Ideas Clinic", page 26).

Effective volunteers strengthen your program

Volunteer services play an important role in the development of employee recreation. Highly motivated volunteers will demonstrate their willingness to work hard and dedicate their services to activities in which they are especially interested. Some of them will also be willing to lend a hand with not-so-familiar activities from which they will gain as much involvement value as will the ordinary participant. A combination of exten-

sive volunteer preparation from the professional recreation staff and the confidence of volunteers in their own activities are the motivating factors that will strengthen your recreation program.

The recreation staff must explore all avenues of creative and innovative program development to encourage volunteer and participant involvement. As new interest areas are identified or created, volunteer enthusiasm emerges. Since the recreation staff cannot be knowledgeable in all new leisure interests, it is essential to research all data pertaining to a proposed new activity. Such preliminary investigation allows volunteers to contribute their knowledge and expertise at the earliest stages of recreation programming.

Programming is only the beginning. Volunteers can make valuable contributions to every phase of your program. Depending upon their individual skills, they can provide specialized assistance with such projects as preparing an annual report, laying out a publicity brochure, designing a questionnaire or interest survey, improving press relations or accomplishing other tasks for which the recreation staff may not be professionally trained. The volunteer force may include an artist, public relations people or other skilled and experienced professionals whose contributions can add to the overall professionalism of employee services.

A selection of volunteers from diverse areas of the workforce will broaden your employee recreation program. Recruit volunteer specialists to handle various kinds of recreation work:

Administrative or Advisory Help

This category generally involves responsibilities on boards, councils, or committees. This group is assigned such specific tasks as supervising a recreation survey or determining facility expansion to meet increasing leisure demands.

Group Leadership

These volunteers direct their energies toward designing, organizing and implementing clubs, outdoor education programs, instruction clinics, social/cultural activities and other various recreation programs.

Non-leadership Assistance

Volunteers of this sort perform such duties as officiating at sporting events or tournaments, judging special contests, acting as ushers or ticket takers, assisting with drama productions, or furnishing transportation.

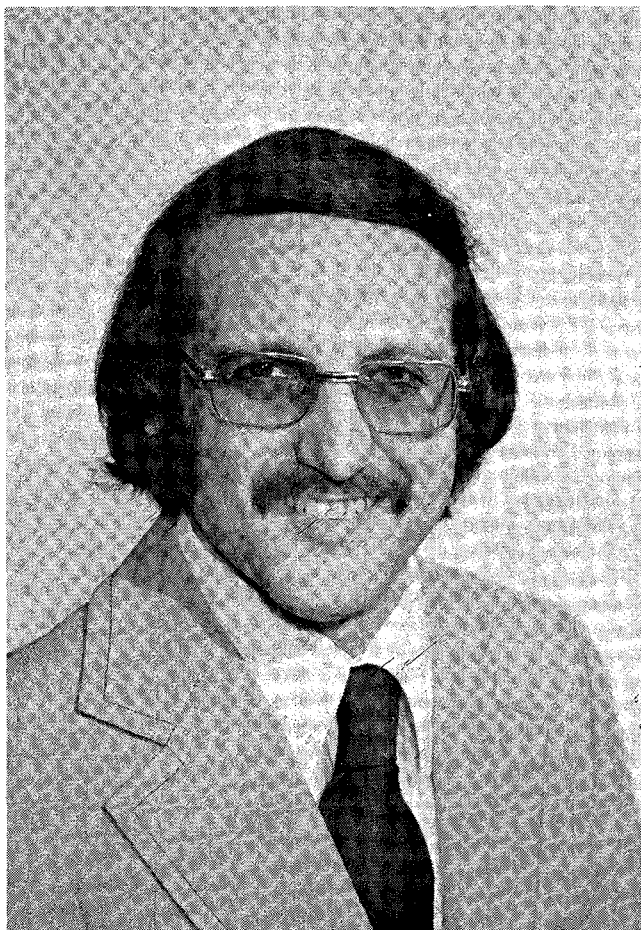
Clerical or Maintenance Work

These volunteers assist with myriad details including program registration, office duties, marking game courts and fields, and recording attendance figures.

Miscellaneous Services

Volunteer services may also include informal advice from a lawyer or architect, free photographic services, preparation of publicity material, participation as a guest speaker, or any number of other donated services.

Volunteers can add immeasurably to your recreation program. When properly motivated and supervised, they can provide services which would otherwise remain beyond your reach. Volunteer involvement is personally rewarding, too, for the employees whose skills and enthusiasm enrich your program.



Peter DeFranco, CIRA holds a B.S. in Recreation Park Management from State University College at Brockport, New York. He has been Supervisor, Employee Recreation for Xerox Corporation at Leesburg, Virginia since 1974. He is actively involved in several recreation and fitness associations and has headed seminars for both recreation professionals and college students in the field.

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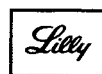
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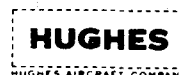


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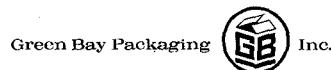
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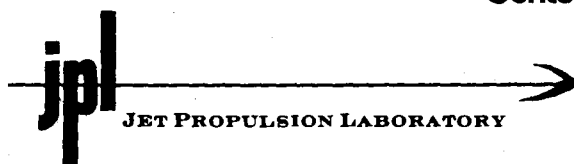
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organization profile

People's Jewelry Company

Where a new personnel director introduced recreation and employee services and watched absenteeism fall dramatically

with Jacqueline Erwin

AN Ohio-based company proved that employee recreation and services can help reduce absenteeism dramatically. People's Jewelry Company, headquartered in Toledo, was in a unique position to monitor the effects of a new employee relations effort, including a recreation program, in the home office. When Personnel Director Jacqueline Erwin joined the company in May 1976, she initiated a progressive employee services program, including recreation. Her department monitored non-paid absenteeism; i.e., sick leave beyond the maximum allowable and other absenteeism, for 1976 and 1977.

The study was feasible at relatively little expense because of the small size (140) of the company's home office work force. The family-owned company employs 1,000 people, nationwide.

At the Region II Conference last October, Erwin reported that she expected as much as a 15% decrease in absenteeism for 1977. This January, when the figures had been tabulated, non-paid absences at People's Jewelry showed a dramatic 23% decline.

"When we got the results," said Erwin in January, "it really boggled my mind. I went back and rechecked the figures."

A double-check revealed that non-paid absenteeism had indeed decreased by 23%. "I really didn't expect this," said Erwin. "The president of the company will be delighted."

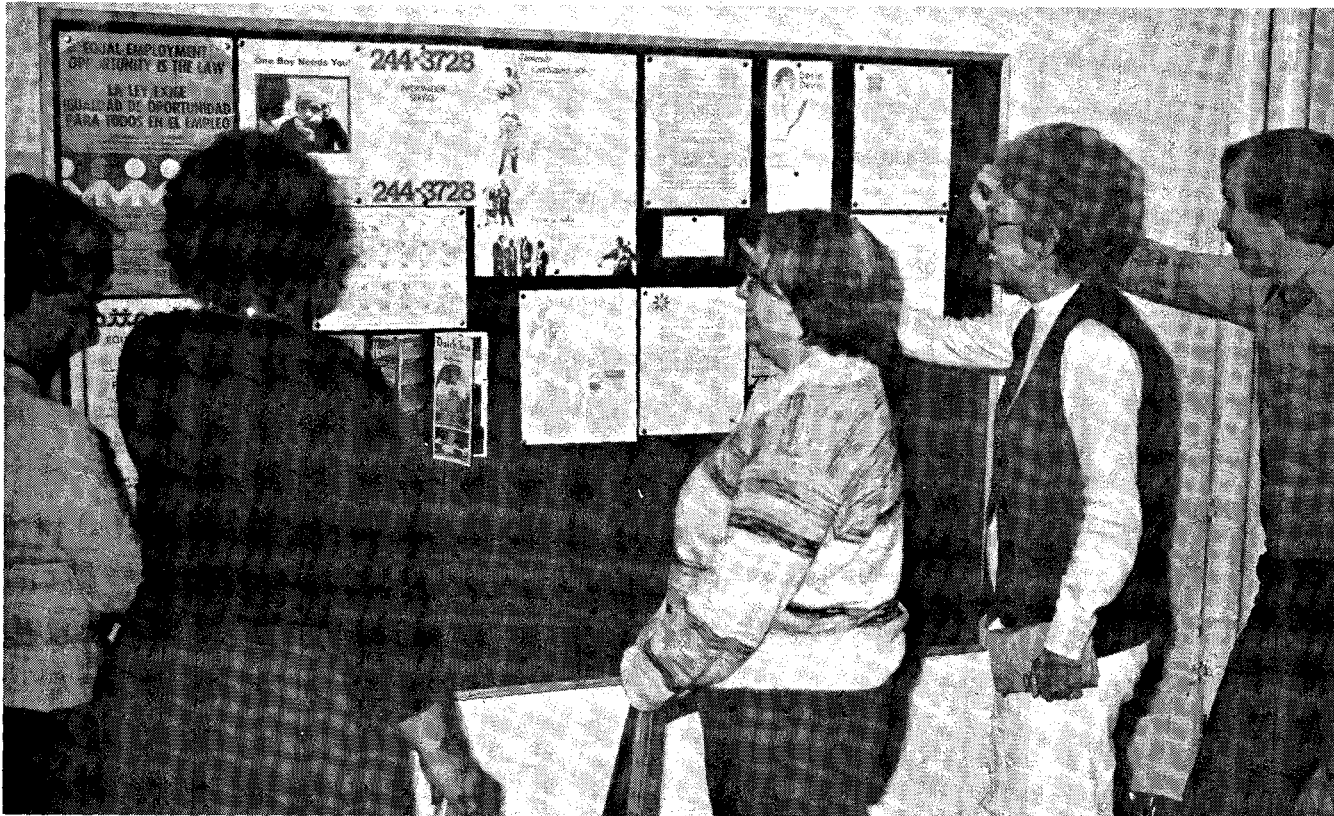
Even though she was surprised at the precipitous de-

cline in employee absences, Erwin had expected improvement when she initiated the new employee programs. As a personnel professional for her former employer, she had become active in the Toledo Industrial Recreation and Employee Services Council (TIRES), her local IRC. (She is 1978-79 Council President-Elect.) Through her Council contacts and through her own experience, she knew the value of recreation programs.

Even though she had only a negligible recreation budget at People's Jewelry, Erwin resolved to open new recreation possibilities to her work force. Their introduction was part of a comprehensive effort to open lines of communication and boost morale. For recreation, Erwin concentrated on those programs which required little or no company investment. She obtained discount tickets for major amusement parks across the nation and gathered information on hotels and resorts that were willing to offer her employees and their families special rates. She contacted local cultural centers, including museums and theatres, to arrange economical tours and outings.

To publicize the new recreation services, she posted announcements on bulletin boards in the employee lunchroom and distributed flyers, desk to desk. She also initiated a monthly home office employee newsletter which publishes employee news, recreation announcements and general employee benefits information.

"We try to get as much information to them (employees) as possible," said Erwin. "We just aren't equipped



The new recreation program depends upon bulletin boards to publicize employee activities.

"A double-check revealed that non-paid absenteeism had declined by 23%."

to handle big tours or other major activities for them."

Although her primary efforts were devoted to home office employees, Erwin also sent discount information to the company's field force. Her office is the only personnel department for the company, and organized recreation administration was virtually nonexistent for field offices. Even so, said Erwin, she receives notes from field employees, thanking her for her help.

"It really is nice to know they appreciate our efforts," she said.

Although she had been given a green light to try new recreation and services programs, Erwin had no specially earmarked funds for the project. She depended upon the company's in-house advertising department to prepare her notices and newsletters and kept other expenses to a bare minimum.

Erwin gives her management high marks for supporting new personnel assistance programs.

"They have done so many things to make the work place better," commented Erwin. New supervisory training programs stressed the human element in peo-

ple management. Supervisors were encouraged to listen to employees as individuals and to communicate with them frequently. Employees, in turn, were encouraged to discuss work-related problems with their supervisors. Erwin's office also opened a confidential counseling avenue for employees who need to discuss problems of any kind with someone other than a supervisor. In several cases, Erwin has helped find outside counseling or assistance for employees or referred them to community service centers for additional help.

"We try to show them that we are glad they work here — that we feel good about their being employees," Erwin explained.

After the 23% decline in non-paid absenteeism registered, Erwin felt certain that the total personnel program, including the new recreation, had established its worth.

"Obviously, there are reasons why it has happened," she said in January, "and I'm sure the employee activities played a part."

Helping Employees Stretch Their Paychecks

The Employee Store at Nationwide Insurance

with Bobbie Hildenbrand

MERCHANDISE resale programs give employees a bonus, as surely as if the payroll department had slipped a few extra dollars into every paycheck. Their value is greater than the money workers save on discounted merchandise, however. Resale programs such as the employee store at Nationwide Insurance Company in Columbus, Ohio, are visible proof of an employer's willingness to assist workers and their families, above and beyond the traditional benefits offered by most modern organizations.

"It makes our company a tad different from the next one," said Nationwide's personnel services manager Bobbie Hildenbrand. "It is evidence of what we mean when we say we are concerned about the employees."

The employee store at Nationwide originated in 1950, long before group discounts were widely available. In fact, unlike most merchandise resale programs, which grow out of established recreation programs, the effort at Nationwide provided the impetus for the larger recreation association. In 1950, a company store committee composed of representatives from management and the general workforce laid the groundwork for the store. That same year, the store opened with an initial funding of \$12,000 — only \$1,800 of which was supplied by employee contributions in the form of membership dues. One of the moving forces behind the store was also one of the early supporters of the National Industrial Recreation Association, 1970-71 NIRA President **Martha Daniell, CIRA.**

Shortly after the employee store opened, all recreation and services were gathered under one organization, incorporated as the Employee Activities Association. This umbrella organization covered the store, which was administered by its own board. Also included were special interest councils for general recreation, social events and service activities. The association's first annual report indicated that the 1,000 Columbus workers employed by Nationwide in 1951 benefitted from a wide selection of services. In addition to the store, these included a drama club, choruses, dance classes, bridge and camera clubs, sewing classes, a women's club and various social events. The association sponsored fifteen intramural sports activities, including softball, bowling and basketball for both men and women, golf, table tennis and swimming classes.

The early organization worked from the start because it began with a carefully planned organizational structure and strong management support. The solid foundation served it well in the coming years.

"The association is still running on the same basic framework," said Hildenbrand, "We still have many of the same activities," including the store which now serves over 4,000 employees.

Today the non-profit employee store handles a \$150,000 annual volume in merchandise resale alone. The selection is limited to a few highly successful items such as pantyhose which is very popular. The store has also stocked smoke detector alarms, fire extinguishers,



A Nationwide employee uses her lunch break to shop at the employee store.

tennis and golf balls and candy. A three-day photo film development service brings many employees to the store.

Nationwide retirees operate their own greeting card concession in the store. Members of the retirees club maintain the card selection and staff their thriving corner of the store. The card shop is allowed to generate a small profit which helps underwrite the cost of retiree club travel.

As important as the merchandise available at the store are the many convenience services dispensed across its counters. The store sells city bus tickets, state fair tickets and discount passes to well known amusement parks and attractions throughout the U.S.

Rather than stock a wide line of merchandise, the store also makes available a listing of local merchants who offer discounts to Nationwide employees. Members of the recreation association review every potential discount program before it is offered to the employees. Using a list of strict criteria, the committee accepts and publicizes only those discount programs which are of genuine value to employees. The current listing includes such diverse merchandise as home furnishings, automobile tires, optical supplies and dairy products.

Three personnel services staff members work in the employee store during regular business hours. Because they have a variety of other duties, however, they handle cash receipt business between 11:00 a.m. and 3:30 p.m. only.

Hildenbrand encourages employee services offices to start merchandise resale programs. As with any employee service, she cautions, they must be well-conceived and supported by management and the recreation staff.

"If a company is going to go into it," she said, "management ought to be prepared to staff it properly." On the other hand, she added, a company need not begin with a large, expensive store.

"It's certainly safe to start out small," she acknowledged, "but you must have total commitment. Before you provide a benefit like this, you must realize that it will be almost impossible to discontinue it without some kind of trade-off."

To minimize financial outlay, the Nationwide store tries to obtain merchandise and discount tickets on consignment. When asked how she determines which merchandise will sell, Hildenbrand was at a loss.

"I don't know if there is a science to that," she laughed. "I guess if there were, every store owner would be a millionaire. We are careful, though, and we've never really been 'burned'. The staff takes a proprietary interest in their jobs, too. We don't stock up madly."

Hildenbrand feels that the employee store and the full program of employee services sets Nationwide apart from many other employers.

continued on following page

Employee Store continued

"We're real proud of the store," she said. "I think we are unique in our interest in the employees — without being paternalistic. I don't really mind tooting our horn."



Employee services were the single factor which convinced Bobbie Hildenbrand to work for Nationwide herself. Back in 1953 when she interviewed with the company, the personnel manager gave her a tour. When she saw the employee activities area, she remembers, "I thought, 'well, maybe this company is a little different than the others.' " She signed on then as an executive secretary and celebrated her 25-year anniversary with the company last February. She has held her present position for one year.

RM



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37th Annual NIRA
Conference
and Exhibit**

Complete the form at right
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key notes

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The NorthPark Inn
Dallas, Texas
May 18—23, 1978**



Data

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Status: CIRA ☐ CIRL ☐ New NIRA Member ☐
(Since June 1, 1977)

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Names of others in your party for whom you will submit forms

(for cross reference)

A separate form must be submitted for each person in your party. (Duplicate if necessary)

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(Fee includes group meals and social functions)

—IMPORTANT—
CIRCLE YOUR CATEGORY

	Prior to April 15, 1978	After April 15, 1978
Delegate of NIRA member Company	\$125.00	\$135.00
Non-member delegate attending Conference	\$140.00	\$150.00
Exhibitors	2 per booth (no charge)	
Extra Exhibitor participants	\$ 75.00	\$ 85.00
Associate Members, not exhibitors but attending Conference	\$200.00	\$210.00
Commercial attendees who are not exhibiting at Conference	\$285.00	\$295.00
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Include your check made payable to the National Industrial Recreation Association. No registration accepted without payment in advance. Registration can be accepted in Dallas at some inconvenience to you.

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Cancellation Policy . . . Full registration will be refunded if cancellation notice is received postmarked no later than May 2, 1978. After this date, full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1978.

Make It Worth Your Time and Money

by Michael T. Brown, CIRA

YOU spend valuable time and good money to attend the NIRA Conference and Exhibit. It had better be worth it.

Before the Conference

Serious preparation before you depart for Dallas will assure that your investment, and your company's, pay off in practical knowledge and professional contacts that will improve your performance in the coming year.

The annual Conference and Exhibit, May 18-23, offers you the opportunity to accomplish a great deal in a brief period of time. To get the most you can from the experience, you must go armed with your own set of goals and objectives. Know what you want from the Conference before you even register.

You are fortunate if colleagues, whether staff members or volunteers, can attend the Conference with you. A team can cover the many Conference events better than a single individual can. The guidelines below are written with a delegation in mind, but can be

adapted for a single attendee. If you must attend the Conference alone, you may want to coordinate your efforts with another delegate from your home area, so that each of you can benefit from the other's observations.

If you bring additional delegates from your organization, choose your group carefully. Attendance at the Conference should be an investment in the future of your program, not a reward for past involvement. Within the political realities of your organization, choose those people whose attendance will best serve the entire recreation association. You may decide to bring your superior or members of your staff. Outstanding volunteers, especially members of your association board, can also be valuable assets to a Conference delegation.

The First Meeting

Prepare yourself and your delegation with two meetings prior to the Conference. In your first meeting, give your delegation a general introduction to NIRA and explain

what will happen at the Conference. If you are a first-time delegate yourself, call a fellow member or the NIRA office for any information you need.

Also at your first meeting, discuss various travel alternatives. Agree upon your room arrangements at the NorthPark Inn and determine whether you will need a rental car for the six days in Dallas. Review your estimated expenses and make arrangements for travel allowances. Make certain that everyone in your group understands the importance of keeping a complete and accurate travel expense record, in line with your organization's policy.

Once the mechanics of the trip are settled, consider specific goals and objectives for the Conference. Gather questions for which you hope to find answers in Dallas. Perhaps your organization needs new ideas on increasing participation, generating funds or reducing liability risks. All recreation programs have problems. Define these general areas within your context and ask each member of your group

Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. The book covers such basics as building membership, motivating people, developing communications, conducting meetings, financing programs, handling public relations, understanding government regulations, and more. Hard-cover. 437 pages. \$15 for NIRA members, \$20 for non-members.

☐ Recreation Management Magazine

Monthly professional journal for industrial recreation directors, leaders, and program coordinators. The only publication of its kind in U.S., **RM** features program ideas, educational material and articles detailing social, athletic, cultural, and service programs in business, industry and government. Published 10 times per year.

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☐ **Who's Who in Business, Industry
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This is the only directory of Certified Industrial Recreation Administrators (CIRA's) Leaders (CIRL's). Each employee recreation specialist is listed with notes on his/her recreation and accomplishments. 46 pages. \$7.

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to determine the specific questions that will help you gather useful information at the Conference. Before your next meeting, prepare a list of goals and objectives and have a copy ready for every delegate.

The Second Meeting

At your second meeting, review the mechanics of the trip to Dallas. Confirm your travel and accommodation details. Distribute tickets and travel advances and make certain that everyone understands expense reporting procedures. Discuss your goals and objectives and stress the importance of finding answers to your questions. If possible, make each delegate responsible for researching particular questions at the Conference.

Remind your delegates to view the Exhibit portion of the Conference as a valuable source of programming ideas. Several Exhibit sessions throughout the Conference will allow you ample time to meet every exhibitor, even if you attend the meeting alone. Make certain that every member of your delegation talks with every exhibitor. Collect all the information you can about every supplier. Some exhibits may seem outside your organization's current interests. Learn about them anyway, since you may be able to use their services in the future.

In talking with exhibitors, describe your organization and ask how the exhibitor's product or service could benefit your employee group. Many suppliers offer flexible programs which can be adapted to your unique circumstances.

Also stress to your delegates the vital importance of meeting as many people as possible during the six Conference days. Use mealtimes, breaks between sessions and evening social hours to meet recreation directors from a wide variety of organizations. These informal times offer a great opportunity to discuss program ideas, find answers to your

questions and meet friends who may be able to provide advice and assistance in the future.

During the Conference

Once you reach Dallas, meet with your delegation, before the Conference begins. Review the program in light of your goals. Determine who will attend which educational sessions. It is especially important to coordinate attendance for concurrent sessions so that you can compare and exchange notes later. If you attend the Conference alone, mark those sessions which will be most beneficial to you. Whenever possible, arrange to exchange notes with delegates who attend sessions you must miss.

Schedule one or two informal meetings during the Conference with your delegation to discuss the program and review your goals. Keep in touch with each member of your delegation or the delegates from your home area. Make it a point, however, to meet new people. If you are a new member or first-time delegate, introduce yourself to members of the NIRA staff and Board of Directors. Part of their job is to help you meet other members and make the most of your Conference experience.

Before your leave Dallas, schedule a review meeting with your delegation. Hold it within a week of your return, while memories of the Conference (as well as your notes) are still fresh.

After the Conference

At your post-Conference meeting, evaluate your experience. Organize your new-found information according to your goals and objectives. Complete and review all travel expense reports.

Write a report on your Conference experience, emphasizing the practical application of what

you and your group have learned. Circulate your report to your recreation association's board of directors as well as any corporate executive who has an official interest in the recreation program. Your report is important for several reasons. First, it helps you organize your impressions of the Conference and forms a permanent record to which you can refer in the future. Secondly, it helps to justify your attendance at this and future Conferences. Finally, your company's management and your volunteer board have a legitimate interest in what you gained from the Conference and Exhibit. Your report will tell them why it was worth the time and expense of sending you to Dallas.

If you need any information or assistance with your Conference plans, please contact the NIRA office. The staff will help you personally or refer you to other members in your home area who can.



Michael T. Brown, CIRA knows NIRA Conferences from several perspectives. As activities coordinator for R.R. Donnelley & Sons, Inc., Chicago, he attended several Conferences as a delegate. He also served on the Association's Board of Directors, representing Region III. In June 1977, Brown joined the NIRA staff as Assistant Executive Director. Since then, he has been involved in the organization of the 1978 Conference and Exhibit. RM



by
Melvin C. Byers, CIRA
NIRA Consultant

Q For some time, we have presented our outstanding volunteers with various recognition awards. Our system of choosing award winners and recognizing them has always been somewhat informal. We feel that it is time to reorganize the awards into a more formal program to provide the greatest possible incentive for volunteer leadership. We would appreciate any information you can provide on how other companies administer recreation awards which could help us in restructuring our program.

A I am happy to answer your question concerning volunteer awards. As you know, volunteers fall into four general groupings: organizers/leaders, specialists, average workers and outstanding workers. Some of your most valuable volunteers have worked in two or more of these capacities.

As you develop your volunteer incentive program, remember that public recognition is the reward most volunteers desire above all others.

Distinguishing excellent volunteers from the many good ones you may have can be a delicate and difficult process. In the sports arena, winners are usually easy to spot. However, in the service and leadership areas, award evaluations require more intricate ground rules for judging and careful thought as to the types and categories of awards to be made. Many organizations start an awards program in recreation based solely on years of service. Traditionally, a pin, plaque, certificate or jacket is given for a specified length of service. Some clubs graduate the awards, giving certificates annually for the first three or four years, and following with jackets, pins or plaques for later anniversaries of active service.

Whatever presentations you make, your awards program must be systematically outlined. Guidelines should be established by a permanent awards committee whose members are selected from among management and the general workforce. This com-

mittee should have an odd, tie-breaking number of members, not more than nine. The personnel director or recreation manager should serve as the committee's non-voting advisor. Members of such a committee should serve staggered terms of at least two years to maintain continuity in the program.

Recreation volunteer awards should be divided into several categories, depending upon the various activities you sponsor. You may want to include recognition, for example, in athletics and sports, cultural activities, administrative work, general appreciation, and outstanding service. Sports and cultural awards would go to outstanding organizers, leaders, publicists, etc. within specific activities. Administrative awards, beyond these, might note outstanding leadership for special events such as the annual picnic, children's Christmas party, etc. Appreciation awards would be given for blood donations, emergency relief contributions, United Way leadership and so forth. You may also want to recognize outside agencies, including merchants, for their special considerations for the recreation effort.

Outstanding service awards should be strictly limited in number. Award no more than two per year and do not present them at all unless you have a truly worthy recipient. The criteria for winning the award must be demanding, including several years of service to the association. In recording and evaluating a candidate's service, you may want to assign a point value to various contributions and achievements (see chart below). Beside points, of course, the judges should evaluate the worth and effectiveness of the candidate's contributions, the number of employees who benefitted, how much community benefit was involved, and other salient factors.

This highest award might well be signified by two plaques — one for the recipient and one to hang on public display as part of your recreation association's "hall of fame".

You will want every one of your awards to be prestigious. The timing of their presentation can affect their importance and impact considerably. Presenting every award at a single event, for instance, can bore participants and diminish the value of each award. You may want to present some awards following specific events within the interest groups involved. Others, you may want to save for special board meetings or red-letter days during the year.

Continued on the following page

The most prestigious awards should be presented at an annual awards banquet. Those who have received lesser awards during the year should be listed on the banquet program. One recreation association we know offers its top recognition, the distinguished service award, at the annual officers banquet. A special table is set aside for past winners of the award and the ceremony involves ushering the new awardee into this group.

Publicity is essential to the success of your awards program. Use every available medium within your company to make employees aware of the awards and to praise the winners. Invite the local news media to your awards banquet. Immediately following your banquet, issue news releases, including photos if possible, on every major award winner.

NIRA offers a unique Certificate of Recognition which you can award to your outstanding volunteers, upon the approval of a Certified Industrial Recreation Administrator (CIRA). NIRA also has several associate members who will offer your recreation program special rates on plaques, pins, trophies, jackets and other recognition merchandise. Make certain that your awards committee investigates these offers.

Send your employee recreation questions to NIRA Consultant Melvin C. Byers, CIRA at 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606.

AWARDS EVALUATION Suggested Point System

Committee member	— 10
Committee chairman	— 25
Major event committee chairman	— 50
Major event treasurer	— 25
Originator and organizer of a new activity	
Short-term	— 25
Long-term	— 100
Special interest group president (1 yr.)	— 75
Other officer (1 yr.)	— 25
Manager/Captain of sports team	— 25
Other sports team officer	— 15
Major Offices (1 yr.):	
Association President	— 100
Association Vice President	— 75
Association Secretary	— 75
Association Treasurer	— 75
Commissioner	— 75
Board member	— 75
Special awards received	— 10-50

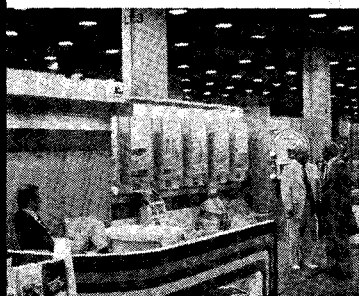
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COULD THEY ANSWER BASIC ECONOMIC QUESTIONS LIKE THESE?

True False

☐ ☐ (1.) Less than four per cent of the U.S. labor force are agricultural workers.

☐ ☐ (2.) Today, the U.S. ranks third in international trade.

☐ ☐ (3.) As productivity increases, our standard of living increases.

☐ ☐ (4.) When inflation occurs, each dollar we have buys more goods and services.

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ANSWERS: 1. T 2. F 3. T 4. F

tournament news



by **Stephen D. Waltz, CIRA**
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

We are between contests at this writing, awaiting the results of the winter's activities. **Andy Zadany, CIRA** (Corning Glass Works) is tabulating the results of our 1978 Bowling Tournament. Andy did a fine job again this year in administering the postal tournament.

Bob Bauer, CIRA (Armco Steel Corp.), Coordinator of the NIRA/National Rifle Association Postal Rifle and Pistol Matches, will supply us with the winners' names from his effort, which concluded April 1. **John Grubbs** of the NRA will present the 1978 Rifle and Pistol trophies at the Awards Luncheon of the Dallas Conference in May.

Delegates to the 1978 Conference will view the winning entries from this year's Photo Contest on display in the Exhibit Hall. **George Stark** of McDonnell Douglas coordinated that contest.

*

Recreation directors are often the last people to find time for participating in sports tournaments. At the May Conference, we will offer several tournaments for off-hours competition. We'll have more on that next month.

1977 National Golf Winners

Place	Team	Region(s)	Gross Score	USGA Course Rating	+ or - Par
TEAM — Championship Flight — Division A					
First	McLean Trucking #1	IV	477	416.1	+ 26.9
Second	Olin Corp.	IV	486	416.1	+ 30.9
Third	Lockheed-Georgia	IV	490	416.1	+ 30.9
TEAM — First Flight — Division B					
First	Monsanto #4	IV	514	416.1	+ 25.9
Second	Motorola #2	IV	510	416.1	+ 39.9
Third	Monsanto #5	IV	516	416.1	+ 39.9
TEAM — Second Flight — Division C					
First	Grimes #2	I, II, VIII	522	420.6	+ 101.4
Second	Solar SD #2	VI, VII	517	415.2	+ 101.8
Third	Hughes HFEA #3	VI, VII	518	415.2	+ 102.8
INDIVIDUAL MEDALISTS — Championship Flight — Division A					
First	C. Chopp (Motorola)	III, V	148	144.5	+ 3.5
Second	J. Freda (PPG #1)	III, V	149	144.5	+ 4.5
Third	J. Keleman (STD Register #1)	III, V	150	144.5	+ 5.5
INDIVIDUAL MEDALISTS — First Flight — Division B					
First	C. Chopp (Motorola)	III, V	160	144.5	+ 15.5
Second	J. Freda (PPG 1)	I, II, VIII	162	140.2	+ 21.8
Third	J. Keleman (STD Register 1)	I, II, VIII	162	140.2	+ 21.8
INDIVIDUAL MEDALISTS — Second Flight — Division C					
First	H. Person (Solar)	VI, VII	160	138.4	+ 21.6
Second	R. Doerr (Motorola SG #1)	VI, VII	161	138.4	+ 22.6
Third	D. Skinner (Motorola SG #1)	VI, VII	163	138.4	+ 24.6

rm

meet your board



Roy L. McClure, CIRA is NIRA's Immediate Past President. As Recreation Manager for Lockheed-Georgia Co., McClure oversees one of the outstanding recreation programs in the United States. The Georgia-Lockheed Employee Recreation Club (GLERC) won the NIRA/Citizens Savings Award for overall excellence in 1977.

McClure has been active in NIRA leadership for many years. He has served in several capacities as a member of the Association's Board of Directors. He was 1974-75 Treasurer and was elected NIRA President for the 1975-76 term. He remains on the Board for 1977-78 as Immediate Past President and is Chairman of the 1978 NIRA Conference and Exhibit.



A.C. "Al" Ward was elected Vice President of Regional Management at the May 1977 Annual Meeting. He will serve until May 1979. Ward is Manager of Personnel Services for Owens-Illinois Fiberglas Corp. in Toledo, Ohio. He has served NIRA in leadership roles since he joined the Association in 1972. He has been an active member of several committees: Research and Education, Public Relations, Tournaments and Services, and Nominations and Elections. He has also

been very active in NIRA affairs at the local level. He was a charter member and the first President of the Toledo Industrial Recreation and Employee Services Council (TIRES) and is Chairman of the 1978 Region II Conference and Exhibit, scheduled for next September.



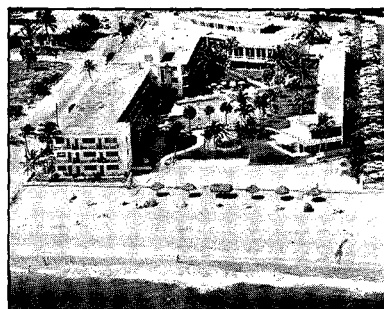
Ken Wattenberger, CIRA is Vice President of Membership. He was elected to the post last May and will serve until May 1979. Wattenberger is Executive Director of the Lockheed Employee Recreation Club (LERC) at Lockheed California in Burbank, California. A lifetime of municipal and industrial recreation work has netted him numerous awards, including a 1975 NIRA Distinguished Service Award. He served the Association as a member of the Board of Directors from

1973-74 and again for a 1976-77 term. He has been a leader on NIRA's Western Region VII Board for many years and has participated actively in the organization and administration of many Region VII Conferences.

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nira calendar

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton — (213) 847-9582.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid — (713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau — (313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings were suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

Region II will hold its second annual Conference and Exhibit October 26-28, 1978 at the Ramada Inn Southwyck, Toledo, Ohio. Contact Al Ward — (419) 248-8132.

Region VII will hold its 28th annual Conference and Exhibit, September 28-October 1, 1978 at the Sheraton Universal Hotel, North Hollywood, California. Contact Bill Ranney — (213) 764-0025.

37th Annual NIRA Conference and Exhibit will be held May 18-23, 1978 at the North Park Inn, Dallas, Texas. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

RM

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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

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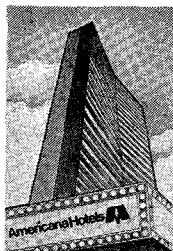
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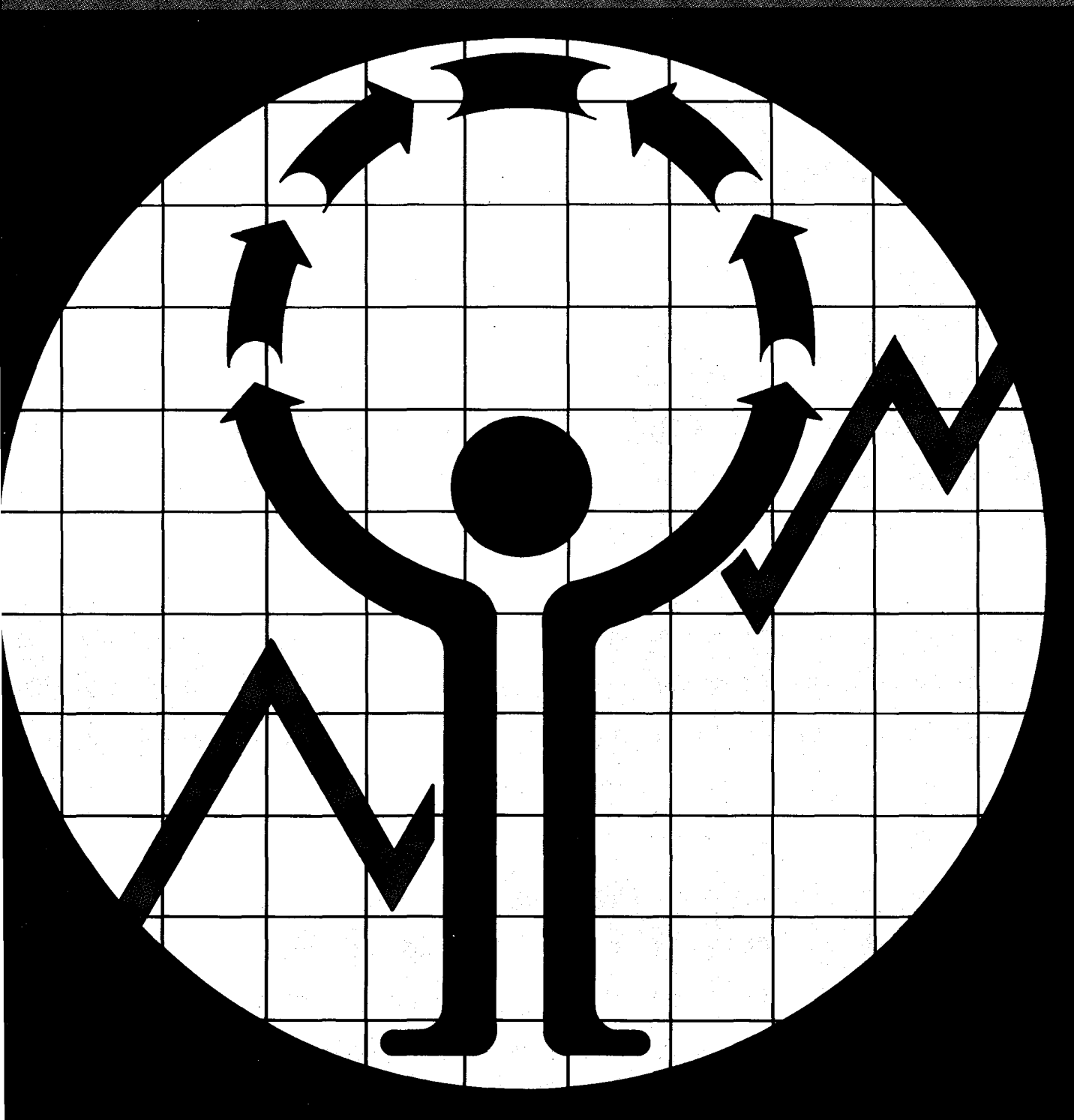
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THE JOURNAL OF EMPLOYEE RECREATION,
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A BETTER WAY TO LIVE

"The Groundwork of All Happiness is Health"

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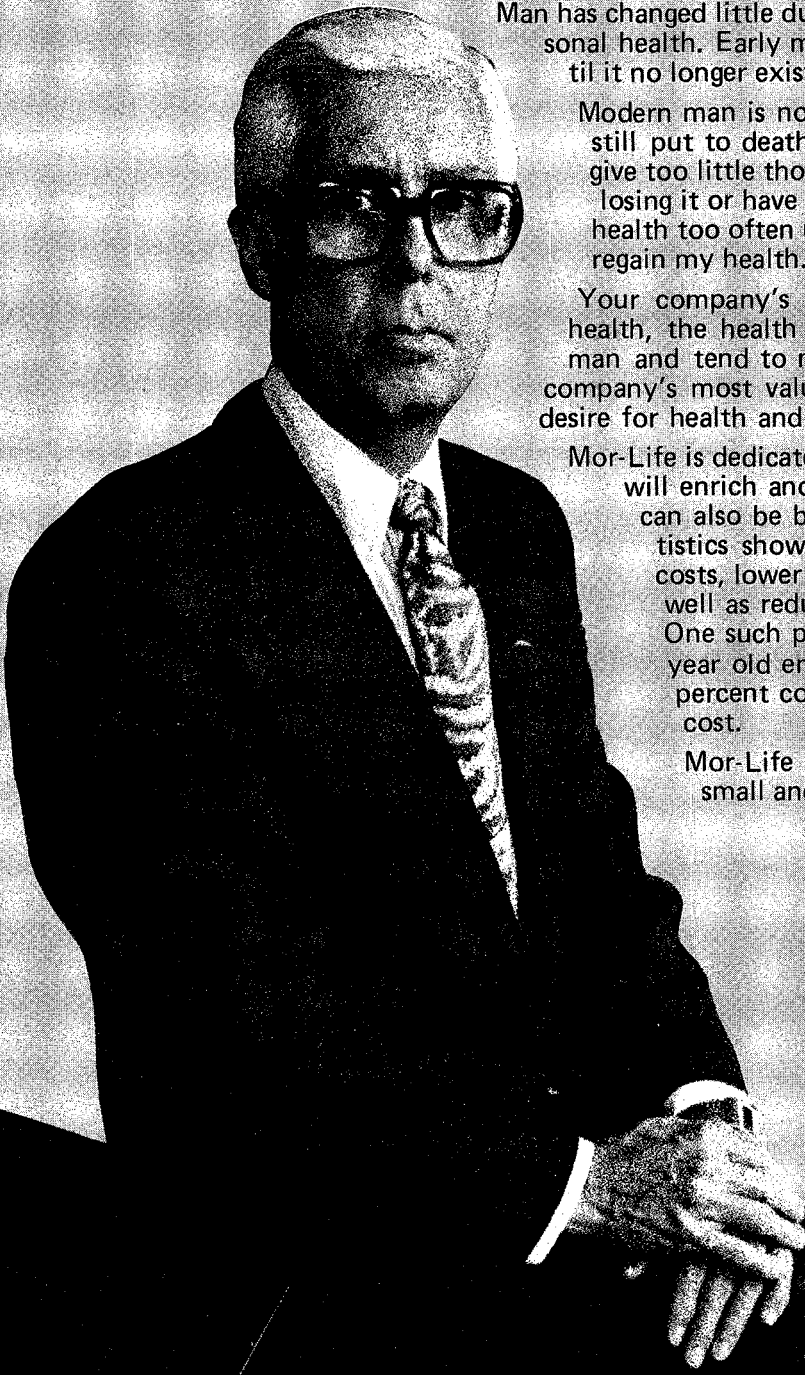
Man has changed little during these last centuries in his regard for his personal health. Early man probably gave little thought to his health until it no longer existed and he was put to death.

Modern man is not much different. Only a few primitive societies still put to death their disabled, but too many men continue to give too little thought to their health until they are in jeopardy of losing it or have lost it. The final testimonial to the value of good health too often uttered is, "I would give all I own if I could only regain my health."

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May/June 1978

recreation management

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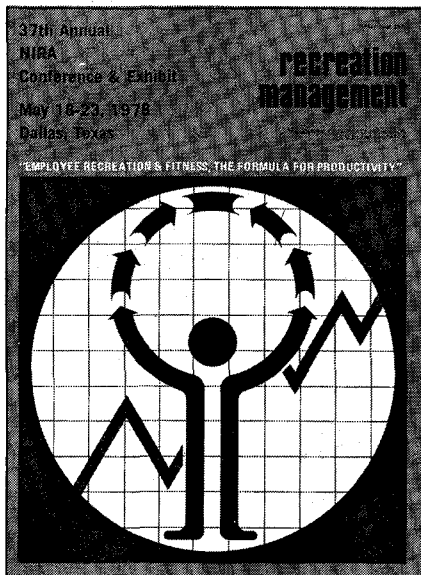
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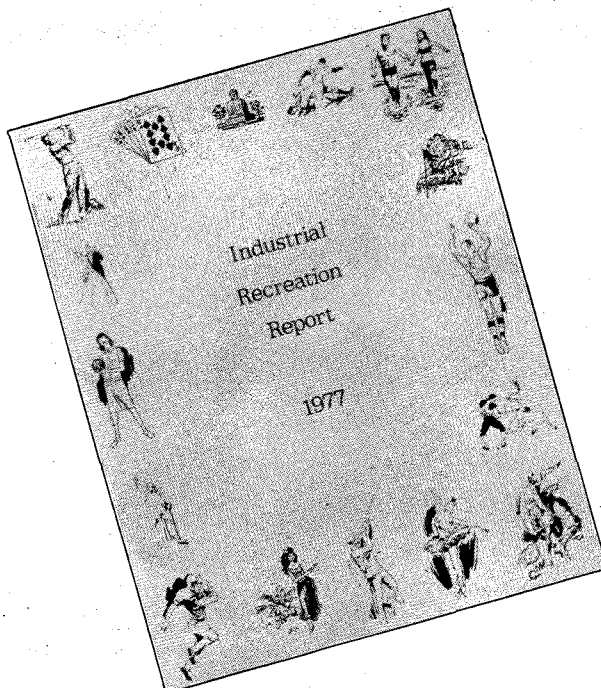
"Employee Recreation and Fitness — The Formula for Productivity", the theme for NIRA's 1978 conference and exhibit, is represented graphically on our cover. The May/June issue outlines the 37th Annual event in program highlights, speakers' notes and more. A full Conference and Exhibit report will follow in the August issue.

Additional articles this month focus on recreation's positive effect on productivity. A line manager explains how his company's recreation program helps him manage more effectively. A recreation educator tells how pre-retiree assistance can help maintain productivity in an active workforce of all ages. The Chairman of the National Industrial Recreation Research and Education Foundation announces a new survey whose results may help recreation directors justify employee activities.

Cover art courtesy of Texas Instruments, Inc.

Next month: Employee fitness

The source of information on employee recreation:



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	1 Hr.	1 1/2 Hrs.	2 Hrs.	No. of Persons	Group Total
Open Bar (Local Brands)	\$ 5.50	\$ 7.00	\$10.50	x	
Open Bar (All Brands)	7.50	11.00	15.00	x	
Open Bar (Local Brands) with bar and cold bid	8.25	10.25	13.25	x	
Open Bar (All Brands) with bar and cold bid	10.25	13.75	17.75	x	
Room Punch Party with dry snacks	3.50	5.00	6.50	x	

15% Courtesy fee included. Prices include fruit garnish, ice, mixes, glasses, napkins & servers. Subtotal \$

Entertainment (Per Performance)

	4 Hrs.	1 Hr.	2 Hrs.	3 1/2 Hrs.	1/2 Hr.	No. of Performances	Subtotal \$	Group Total
Dance Band	\$400.00	40.00	80.00	120.00	20.00	x		
Calypso Band	40.00	10.00	20.00	30.00	5.00	x		
Soul Band	40.00	10.00	20.00	30.00	5.00	x		
Native Show with Band	40.00	10.00	20.00	30.00	5.00	x		
Fashion Show	40.00	10.00	20.00	30.00	5.00	x		

Tours & Sightseeing (Per Person)

	1 Hr.	2 Hrs.	3 Hrs.	4 Hrs.	5 Hrs.	6 Hrs.	7 Hrs.	8 Hrs.	9 Hrs.	10 Hrs.	11 Hrs.	12 Hrs.	No. of Persons	Group Total
Ocho Rios Highlight	\$ 9.75	17.00	28.25	35.00	40.00	45.00	50.00	55.00	60.00	65.00	70.00	75.00	x	
Plantation Tour	17.75	30.00	40.00	50.00	60.00	70.00	80.00	90.00	100.00	110.00	120.00	130.00	x	
Rafting on the Rio Grande	30.00	50.00	70.00	90.00	110.00	130.00	150.00	170.00	190.00	210.00	230.00	250.00	x	
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Rafting on Martha Bay	25.25	45.00	65.00	85.00	105.00	125.00	145.00	165.00	185.00	205.00	225.00	245.00	x	

Tours & Sightseeing (Per Person)

	1 Hr.	2 Hrs.	3 Hrs.	4 Hrs.	5 Hrs.	6 Hrs.	7 Hrs.	8 Hrs.	9 Hrs.	10 Hrs.	11 Hrs.	12 Hrs.	No. of Persons	Group Total
Jamaica Night on the White River	\$ 14.00	28.00	42.00	56.00	70.00	84.00	98.00	112.00	126.00	140.00	154.00	168.00	x	
Dunk River Feast	14.00	28.00	42.00	56.00	70.00	84.00	98.00	112.00	126.00	140.00	154.00	168.00	x	
Shore Park Gardens Tea Party	14.00	28.00	42.00	56.00	70.00	84.00	98.00	112.00	126.00	140.00	154.00	168.00	x	

Sports (Per Person)

	1 Hr.	2 Hrs.	3 Hrs.	4 Hrs.	5 Hrs.	6 Hrs.	7 Hrs.	8 Hrs.	9 Hrs.	10 Hrs.	11 Hrs.	12 Hrs.	No. of Persons	Group Total
Sailboat per hr.	\$ 9.75	17.00	28.25	35.00	40.00	45.00	50.00	55.00	60.00	65.00	70.00	75.00	x	
Scuba Diving with instructor per	17.75	30.00	40.00	50.00	60.00	70.00	80.00	90.00	100.00	110.00	120.00	130.00	x	
Close Bottom boat trip	30.00	50.00	70.00	90.00	110.00	130.00	150.00	170.00	190.00	210.00	230.00	250.00	x	
Scuba Diving per hr.	18.75	35.00	50.00	65.00	80.00	95.00	110.00	125.00	140.00	155.00	170.00	185.00	x	
Deep Sea Fishing 4 Hrs.	25.25	45.00	65.00	85.00	105.00	125.00	145.00	165.00	185.00	205.00	225.00	245.00	x	
Horseback riding per hr.	14.00	28.00	42.00	56.00	70.00	84.00	98.00	112.00	126.00	140.00	154.00	168.00	x	

Golf (Per Person)

	1 Hr.	2 Hrs.	3 Hrs.	4 Hrs.	5 Hrs.	6 Hrs.	7 Hrs.	8 Hrs.	9 Hrs.	10 Hrs.	11 Hrs.	12 Hrs.	No. of Persons	Group Total
Green Fees	\$12.00	24.00	36.00	48.00	60.00	72.00	84.00	96.00	108.00	120.00	132.00	144.00	x	
Caddy Fees	4.00	8.00	12.00	16.00	20.00	24.00	28.00	32.00	36.00	40.00	44.00	48.00	x	
Cart Fees	8.00	16.00	24.00	32.00	40.00	48.00	56.00	64.00	72.00	80.00	88.00	96.00	x	
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The NIRA President would like a word with you . . .

. . . about our year together



**Fritz J. Merrell, CIRA
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NIRA President**

Of my many years in the Association, this has seemed the shortest — and has certainly been the most rewarding. My term as NIRA President will end with the annual change of the guard in Dallas. I hope to be able, at the Conference and Exhibit, to thank the many members, including the NIRA Board and staff, who have supported my efforts since last May.

A year ago in this space, I emphasized our 1977 Conference and Exhibit theme: "Together, We Are Something." Those whom I have met personally know I truly believe in that motto. Our strength and potential is in our association with one another. The important changes in NIRA during the past year have

proved this to be true.

Our greatest asset, our membership, has increased to more than 1,800. A large share of the credit for this growth belongs to regional leaders who devoted large measures of their time to advancing NIRA's cause. Conferences in Regions II, III and VII sparked interest in the Association and broadened our base of support. Most importantly, they introduced NIRA to many organizations for the first time and extended the benefits of membership to others who had not been seriously involved before.

A new Industrial Recreation Council in Houston, Texas and a soon-to-be-announced Council abroad brought more new members into the Association. New full-membership Councils in Oakland and San Diego, California showed the strength that careful organization and dedicated leadership can bring to our Association.

I count this grassroots growth as the greatest advance for NIRA in the past year because it shows a trend toward more member involvement and service upon which the future of NIRA must depend.

The employee recreation textbook, now in the final stages of manuscript preparation, will be an important contribution to the future of our profession. Through its support of the National Industrial Recreation Research and Educational Foundation, NIRA will soon

contribute the only modern textbook for the college training of employee recreation professionals.

I have been pleased to work with Executive Director Pat Stinson and Assistant Executive Director Mike Brown, CIRA in their first year at the helm in our Chicago headquarters. Their strong service orientation reflects members' desires and will help continue the trends begun during 1977-78.

My only regret after this brief year as President is that I had fewer chances than I would have liked to meet members personally. Those visits I did enjoy with NIRA people in their home regions were an important aid in bringing national leadership closer to individual members. I hope future Presidents can make such visits more frequently.

At the 1977 Conference and Exhibit, I told delegates to "lead, follow or get out of the way." At the Dallas meeting, I'll be glad to hand the President's gavel to President-Elect Dick Brown, CIRA and return to the ranks of active followers under his very able leadership. In the past twelve months, NIRA members have given me a rare and enviable opportunity to lead — an honor which I shall always cherish and of which I shall always be proud.

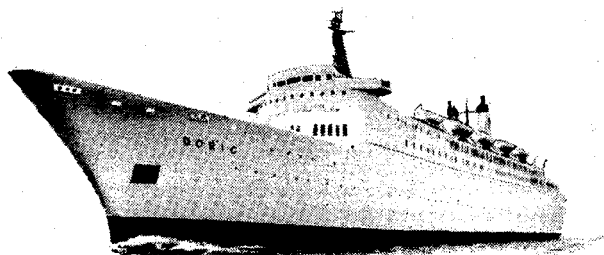
A handwritten signature of Fritz J. Merrell in dark ink. The signature is written in a cursive, flowing style. The first name 'Fritz' is prominent, followed by 'J.' and 'Merrell'.

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This wacky, eye-catching photo drew attention to a promotional article on the Grumman Athletic Association. The picture appeared on the cover of the *Grumman Plane News*, the company newspaper published bi-monthly by Grumman Aerospace Corp. in Bethpage, New York. The clever promotional idea was the brainchild of *Plane News* Editor Kathy Housley.

Flexible hours work for Pitney Bowes

Employees and managers alike are pleased with flexible work schedules at Pitney Bowes. The NIRA member in Stamford, Connecticut recently assessed the results of a three-year flextime experiment. It found that employee morale and productivity rose under the controversial system, while absenteeism declined and tardiness virtually disappeared.

The experiment involved 800 employees in the company's financial and data entry areas and in some smaller departments. James Bast, Senior Vice President-Finance and Administration, reviewed management's assessment of the experiment at a recent seminar on the quality of work life sponsored by Congressman Stewart B. McKinney (R-Conn.). Bast's remarks were reported in *PB News*, a newspaper for Pitney Bowes employees.

"Employees have responded to flextime in a positive way," said Bast, "and we have achieved some measurable improvements in our operations. Managers have mentioned the virtual elimination of tardiness as a major advantage of flextime. Also, efficiency increases have been noted in some departments, particularly because employees have tended to shift their worktime schedules to match peak workloads. Nearly half of the supervisors noted that employees developed more responsible attitudes toward their workload, and a new ability to manage their own work. Supervisors themselves realized an improvement in their work planning, a requirement for functioning properly under flextime."

Employee morale was improved, noted Bast, by a more cooperative spirit between employees and supervisors under the new system.

"Flextime has helped to bring about increased cooperation, more

exchange of information, greater delegation by the supervisor, less supervisory control and more informality. Employees also report that flextime has improved group cooperation, communication, motivation and job satisfaction."

Bast added that the new system helped improve supervisors' attitudes toward their employees.

"Flextime has dispelled some old myths such as: people won't work unless you watch them; given the choice, their own interests always come first; without regulation, discipline collapses; most people will cheat if given the chance; and people are not self-motivating where work is concerned."

Although the flextime system has worked remarkably well, on balance, Bast acknowledged some limitations. Most significantly, he noted, it is not feasible in the company's manufacturing areas.

The system would be "prohibitively expensive if applied within our production or engineering functions," he said, "because as a government contractor, we are required by law to pay time-and-a-half for all hours worked in excess of eight per day. Office jobs . . . are covered by the Fair Labor Standards Act, which requires only that we pay time-and-a-half after 40 hours of work per week."

Bast warned the seminar attendees that flextime can put an additional strain on an employer's lost-time administration. Pitney Bowes discovered, especially during the harsh winter of 1977-78, that a complex set of policies was necessary to assure fair compensation for employees on flextime.

In the final analysis, however, Bast supports flexible time, where feasible, for the excellent effect it has on employee morale.

Said Bast, "Aside from a favorable response, flextime has confirmed something very important to us as a company: we have a very personalized employee benefit that meets real human needs. Employees are anxious not to lose a benefit that most now feel they would never want to part with."

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shift and no one works more than four days in a row. The experiment, begun in 1974, is considered a success by DuPont.

continued
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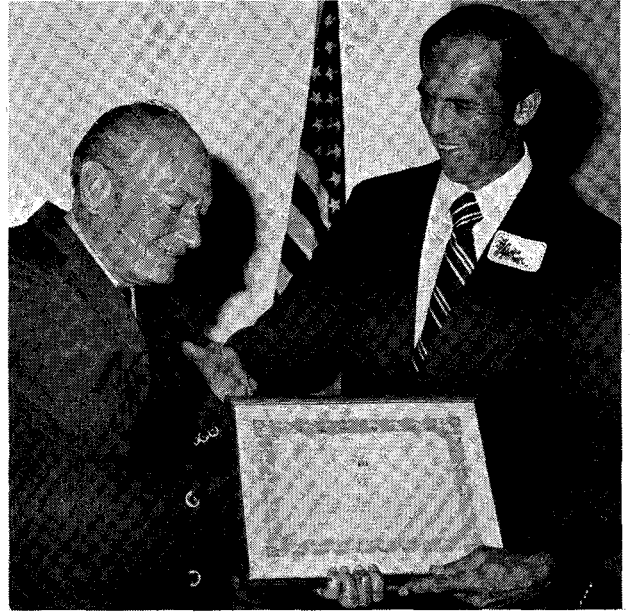
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Citations of Merit



NIRA Citations of Merit went to five volunteers of the Hughes Fullerton Employees' Association. Phyllis Smith, CIRA (second from left) presented the Certificates to outstanding ticket sellers (left to right) Jennie Budd, Dan Reeter, Don DuPont, Joyce Wynants and Margie Stotts.



At General Dynamics in San Diego, another Citation of Merit went to Dick Schulz (left), a past President of the Convair Recreation Association. Ray Mendoza, CIRA, Manager of Employee Services, made the presentation. Schulz served the CRA for ten years as a commissioner.



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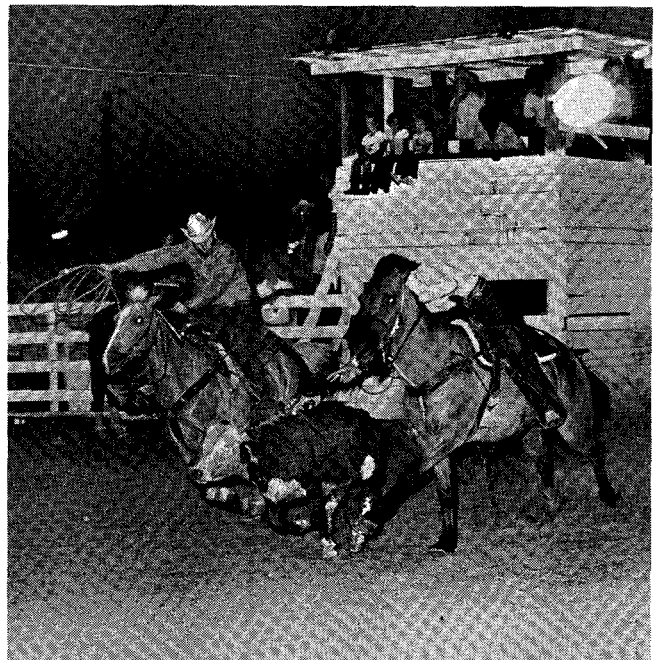
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RM

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Meet Your NIRA Staff

The National Industrial Recreation Association's headquarters is "Information Central" for recreation directors throughout the U.S., Canada and Mexico. The Association's full-time professional staff coordinates NIRA services and activities from its Chicago office. Our volunteer Board of Directors, elected by NIRA members in nine regions, sets policy and issues directives for the staff's implementation and administration.

Throughout the year, the staff's primary contact with members is by phone and letter. Regional conferences and the annual National Conference and Exhibit present rare opportunities for the staff to meet members personally.

PATRICK B. STINSON Executive Director



Filling a double role for NIRA, Pat Stinson is responsible for the overall administration of the Association and for the sale of advertising in NIRA's *Recreation Management Magazine*.

As Executive Director, Stinson directs the daily business of the Association, according to policy established by the Board of Directors. He reports to the Board and works closely with individual Directors on an informal basis and at regularly scheduled meetings throughout the year.

Stinson is also official publisher of *Recreation Management Magazine* and supervises the publication of other NIRA materials for the information of Association members and the promotion of the Association's public image.

As chief NIRA administrator, Stinson is responsible for the Association's financial planning. He prepares an annual budget for the review and approval of the Board of Directors and administers the Association

within that budget. He also acts as Secretary-Treasurer of the National Industrial Recreation Research and Education Foundation (NIRREF), a separate corporation.

Pat Stinson is responsible for coordinating staff and member efforts for the annual NIRA Conference and Exhibit. He works with Conference committee volunteers during every phase of planning and organization. He sells booths for the Exhibit portion of the event and oversees the entire meeting as it occurs.

As Executive Director, Stinson acts as an official spokesperson for NIRA. In this position, he is able to publicize the benefits of membership and establish the Association as the clearinghouse of information on employee recreation and services.

After earning a B.S. in recreation from Western Illinois University, Stinson joined the NIRA staff in 1974 as Director of Membership. He was named Executive Director in May of 1977.

MICHAEL T. BROWN

**Assistant Executive Director;
Director of Membership**



Mike Brown, CIRA, in his position as Assistant Executive Director, helps administer NIRA's Chicago headquarters. He is extensively involved in all phases of organization for the annual Conference and Exhibit. He also acts as an official spokesperson for NIRA. In Pat Stinson's absence, he assumes responsibility for overall headquarters operations.

As Director of Membership, Brown administers the broad range of services that makes NIRA membership valuable. In cooperation with the Vice President of Tournaments and Services, he oversees the Association's various recreation tournaments and contests. He coordinates our Awards program. The Association's recognition program for Certified Industrial Recreation Administrators and Leaders (CIRA's and CIRL's) also falls in his area. Information services as varied as program consultation and the *NIRA Membership Directory* also emanate from his office. Job placement for

recreation professionals and the headquarters intern program are also his responsibility.

A major portion of Brown's work involves the development of new members for the future growth of NIRA. He promotes NIRA to new organizations and works to include them, once they join, in the active benefits of membership.

Mike Brown, CIRA earned a B.S. in recreation from Michigan State University in 1973 and began his career as activities coordinator for R.R. Donnelley and Sons Company. While with Donnelley, he served NIRA as a Director from Region III. In June 1977, he joined the NIRA staff in his present position.

* * *

JANA L. BURDICK

Secretary/ Administrative Assistant



Jana Burdick joined NIRA in 1976 as a secretary/receptionist. She was promoted in February 1978 to her present position.

Her responsibilities include a wide variety of secretarial and administrative duties directed toward expediting the administration of NIRA and the efficient management of everyday office functions. She types all executive correspondence and often authors general NIRA correspondence herself. She handles preliminary bookkeeping for the Association's accounts and prepares NIRA's financial records for review by our accountant.

Burdick monitors the office's equipment and supply needs and acts as purchasing agent. She handles the distribution of brochures, booklets, textbooks, and other materials requested by NIRA members.

Jana Burdick is a 1976 high school graduate and currently attends Mundelein College in Chicago as a part-time freshman.

* * *

MARY P. MORRIS

Editor

Mary Morris' primary responsibility is the production of NIRA's monthly Magazine, *Recreation Management*. In this capacity, she works with Pat Stinson and Mike Brown to develop a yearly editorial plan. She is responsible for obtaining authored feature stories for the magazine and for writing the remainder of its material herself. She obtains whatever artwork is necessary, sometimes taking photographs to supplement stories. She lays out the magazine and works closely with its printer through all phases of production and distribution.

In addition to the Magazine, Morris edits the monthly *key notes* newsletter of Melvin and Martha Byers, CIRA's and the quarterly

**continued
on following page**

NIRA Past Presidents

- 1941-44—Dr. Floyd R. Eastwood,* Los Angeles State College
- 1944-46—Edward B. DeGroote,* Servel, Inc.
- 1946-47—James J. Walsh,* Chrysler Corp.
- 1947-48—R. C. Skillman, Champion Papers, Inc.
- 1948-49—C. A. Benson, Eastman Kodak Co.
- 1949-51—W. H. Edmund, Goodyear Tire & Rubber Co.
- 1951-52—John R. Ernst,* National Cash Register Co.
- 1952-53—William T. Prichard,* General Motors Corp.
- 1953-54—A. H. Spinner, Armstrong Cork Co.
- 1954-55—Ralph M. Isacksen, Seeburg Corp.
- 1955-56—Carl Klandrud, CIRA, Allis-Chalmers Manufacturing Co.
- 1956-57—Ben Kozman, CIRA, Thompson Ramo Wooldridge, Inc.
- 1957-58—Kenneth Klinger, Consolidated Vacuum Corp.
- 1958-59—Thomas G. Croft, General Dynamics/Fort Worth
- 1959-60—John H. Leslie, CIRA, Minnesota Mining and Manufacturing Co.
- 1960-61—Oskar Frowein, CIRA, Republic Aviation
- 1961-62—Robert A. Turner, CIRA, West Point Manufacturing Co.
- 1962-63—Edward T. Mitchell, CIRA, U.S. Steel Corp.
- 1963-64—Walter Dowsell,* Motorola, Inc.
- 1964-65—Frank Davis, CIRA, Lockheed California Co.*
- 1965-66—Charles Bloedorn, CIRA, Goodyear Tire & Rubber Co.
- 1966-67—Larry M. Deal, Sr., CIRA, Inland Manufacturing Co.
- 1967-68—Patrick W. Feely Jr., The Falk Corp.
- 1968-69—Kenneth L. Kellough,* North American Rockwell Corp.
- 1969-70—A. Murray Dick, CIRA, Dominion Foundries & Steel, Ltd.
- 1970-71—Martha L. Daniell, CIRA, Nationwide Insurance Co.
- 1971-72—C. James Moyer, CIRA, Eastman Kodak Co.
- 1972-73—Gary D. McCormick, CIRA, Salt River Project
- 1973-74—Edward M. Bruno, CIRA, Minnesota Mining and Manufacturing Co.
- 1974-75—Miles M. Carter, CIRA, McLean Trucking Co.
- 1975-76—William B. DeCarlo, CIRA, Xerox Corp.
- 1976-77—Roy L. McClure, CIRA, Lockheed-Georgia Co.
- 1977-78—Fritz J. Merrell, CIRA, Olin Corp.

*deceased

RM

NIRA Staff continued

CIRA Informer from Daniel Archibald, CIRA. She arranges for the printing and distribution of both these pieces as well as the production of other occasional NIRA publications.

Morris arranges, with the help of NIRA members, for publicity and press coverage of the annual Conference and Exhibit. Throughout the year, she assists with the production of various materials used to publicize NIRA and its services.

In 1972, Mary Morris earned a B.A. in journalism from the University of Michigan. After working as an advertising copywriter and employee publications editor, she joined the



NIRA staff on a free-lance basis in March 1975. She signed on as full-time Editor the next September.

Update

**NIRA Staff gains
a new member:
Secretary/Receptionist
Betty Phipps**

Story next month

RM

news in brief

Newsbits for the recreation planner

Money-saving national park passes are available from the Department of the Interior again this year. The 1978 passes help cut the cost of visiting national parks, monuments and recreation areas. The *Golden Eagle Passport* entitles people under 62 years of age and those traveling with them to free entrance where fees are ordinarily charged. The Passport costs \$10 and is valid for one year. The *Golden Age Passport* is a lifetime permit available free to those over 62 years of age. It carries the same free admittance privileges as the Golden Eagle Passport plus a fifty per cent discount on all user fees within federally-managed parks monuments and recreation areas. Seniors must apply in person for Golden Age Passports. For more information, contact the Heritage Conservation and Recreation Service, Department of the Interior-South, Washington, D.C. 20240.

Bowling participation continues to increase, if American Bowling Congress figures are any indication. Membership statistics reported through January 1978 show a one-year increase of nearly 140,000 bowlers competing in ABC leagues. Membership in the ABC, a NIRA member, reached 3,784,990.

Short people got special attention from the Missouri Division of Tourism recently. Pint-sized folk, who have been the butt of Randy

Newman's tongue-in-cheek put-down in the song "Short People", will love Missouri, according to that state's recent tourism campaign. Some quips from tourism Director Jim Pasley:

- Short people will love the Ozarks — a beautiful range of *short* mountains — not at all intimidating like the Rockies.
- Tour the boyhood home of Mark Twain, whose *short* stories are as famous as his novels.
- Wherever they travel in the state, concludes Pasley, short people can have a good time, even if they're *short* of funds.

The office work-week is shrinking, according to new Bureau of Labor statistics. The data, reported recently in the *Wall Street Journal*, indicate that office workers in Newark, N.J. average only 36 hours per week while their counterparts in New York City put in 36.4 hours and those in Boston work 38.7. Comparable employees in the south work longer hours. The statistics show a trend toward a shorter work-week. Employees averaged 41.1 hour weeks in 1948, but logged a weekly average of only 38.2 hours by 1976.

Unions lost 52% of elections to decide representation questions in 1976. The figures were included in the National Labor Relations Board's annual report, released in mid-March. The report also noted a tremendous increase over the last ten years in the number of decertification elections — votes to eject unions. Last year, unions won 24% of decertification votes. Although the proportion remains unchanged over a decade, the number of such elections has increased more than 300% to 849 in 1976.

Your merchandise resale program should include more consumer electronic products in coming years. According to a recent release from Predicasts, Inc., sales of several popular home electronic gadgets will grow more than 50% annually in coming years. Predicasts prepares

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marketing reports and forecasts in a wide variety of areas. High on its lists of future boom products are video recorders and players, home/hobby computers, home video games and auto radar detectors.

Camping families now have over one million campsites from which to choose, nationwide, according to the 1978 edition of *Woodall's Campground Directory*. There is now one campsite, public or private, for every two hotel or motel rooms in the U.S. The five states with the most campsites according to Woodall's figures are California, Florida, Michigan, New York and Ohio. Camping may be fun for some, but apparently Americans like their wilderness with at least some of the comforts of home. There are more than six million recreational vehicles in use today, according to the Recreation Vehicle Industry Association. Campgrounds of America, however, says only five million family tents are in use.

rm



1978 Research Foundation Study

Information to help justify programs

by Michael Whitlock
William B. DeCarlo, CIRA
David Groves, Ph.D.

The National Industrial Recreation Research and Educational Foundation (NIRREF) has mailed an important questionnaire to NIRA organization members. The purpose of the survey is to increase our knowledge about administrative processes, facilities, services and programs. Members' participation in this endeavor will help provide valuable information for their own use and for the support of employee recreation and services in general. The results of this survey will provide a basis for comparison among companies and an incentive for continued improvement of operations. They will be available from NIRREF to participants.

The survey data may be especially important to newer members of the Association. It is the hope of the Foundation to be able to work with individual organizations to help them obtain the specific information they need to justify their programs and make better decisions. The Foundation, in this function, serves as a clearing house and consulting service to improve the quality of information available to the profession.

Baseline information convinces management

Growth of employee recreation and services in the past few years has been substantial, as evidenced by NIRA's membership increases. Many questions are being raised about the contributions of recreation to business institutions. These questions are difficult to answer without baseline information to illustrate the beneficial influence of recreation upon employees. The

basic issue is one of benefits to the company based upon employee satisfaction that translates into greater productivity and higher profits.

Data available to answer these questions is limited. A primary consideration is which agency or organization will take the major responsibility for obtaining the needed information. At present, the research being conducted is fragmented and therefore of only limited use. The greatest benefits from research are realized when there is a concerted effort in one particular direction and when there is continuity from one research study to the next.

Several years ago, NIRA responded to the need for a major sponsoring institution. The Association created the separately incorporated NIRREF for the purpose of sponsoring applied research in employee recreation and services. NIRREF studies are designed to provide a perspective for future employee-related needs and developments in the industrial movement. Its research provides information used in formulating policy and developing guidelines to help improve programs, services and facilities. This work, in turn, helps expand the influence of recreation within the corporate structure. The Foundation, toward this end, sponsored a survey in 1974 that tapped sources among NIRA organization members. That survey provided a foundation of preliminary information (see examples below) upon which to base some decisions in the program and facility design areas. It also showed us important areas in which NIRREF required both updated and additional information. Results of the 1978 survey will help satisfy this need.

Example Findings — 1974 NIRREF Survey

ADMINISTRATION

- 55.8% of the companies reported having an employee recreation association. (Non-respondent 17.1%)
- Major fringe benefits provided by companies were:
 - Retirement fund (66.6%)
 - Health and accident insurance (64.1%)
 - Life and travel insurance (55.8%)
 - Auto allowance (44.1%)
 - Paid educations (43.4%)
 - Blue Cross/Blue Shield insurance (42.5%)
- Funds for the recreation budget came from four main sources:
 - Company contributions (60%)
 - Employee program fees (42.5%)
 - Vending machines (33.3%)
 - Dues (31.6%)
- Annual gross operating budgets varied widely (percentage of respondents in each budget category):
 - Under - \$5,000 (4.1%)
 - \$5,000 - \$10,000 (7.5%)
 - \$10,001 - \$25,000 (17.5%)
 - \$25,001 - \$50,000 (9.1%)
 - \$50,001 - \$100,000 (10.8%)
 - \$100,001 - \$250,000 (12.5%)
 - \$250,001 - \$500,000 (5.8%)
 - \$500,001 - \$750,000 (0.8%)
 - \$750,001 - up (1.6%)
 - Non-respondent (29.1%)

FACILITIES

- Recreation programs most commonly operated with three types of indoor facilities (percentage of respondents who have each type of facility):
 - Recreation buildings (25.6%)
 - Meeting rooms (30.5%)
 - Auditoriums (30.5%)
- Outdoor facilities most commonly provided were picnic areas (26.4%) and ball diamonds (24.7%)

SERVICES

- 23.9% of the companies had travel clubs and 40.4% sponsored travel trips. (Non-respondent 18.1%). The major places visited by the organizations surveyed were Hawaii (36.2%), Las Vegas (29.7%) and Europe (23.7%).

PROGRAMS

- The activities most commonly sponsored were (percentage of respondents who sponsor each activity):
 - Golf (52.7%)
 - Bowling (48.6%)
 - Slow pitch softball (45.6%)
 - Basketball (41.2%)
 - Volleyball (33%)
 - Bridge (26.9%)
 - Snow skiing (25.2%)
 - Photography (16.6%)

NIRA

- Membership in NIRA was considered valuable (fairly and very) by 85%.
- The members thought that a primary NIRA goal should be giving service to companies and organizations.
- Members felt that NIRA communication was of high quality (45.8%).
- Of the NIRA publications, highest ratings were given to *Recreation Management* (47.5%) and *key notes* (46.6%).
- Members' attitudes toward NIRA were favorable (89.1%).

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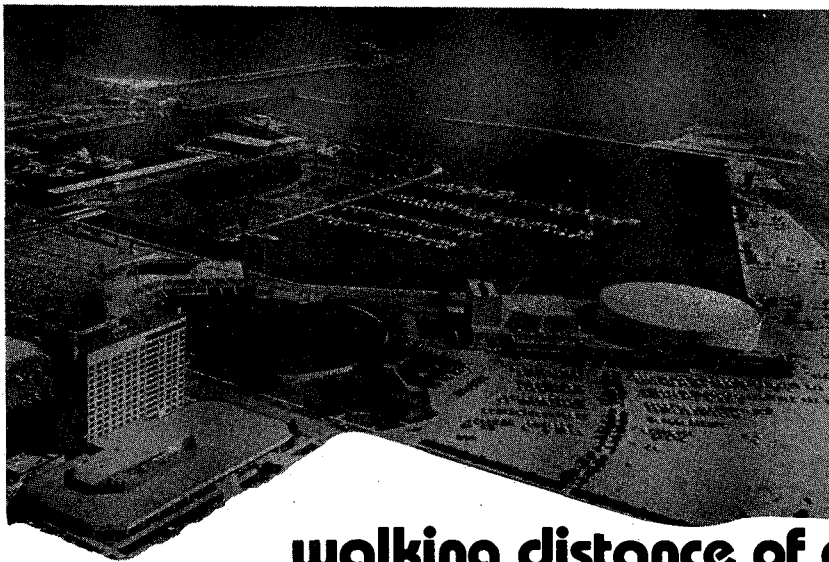
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Research Study continued

Continuing research supports growth

Employee recreation is evolving into an important support service within the company structure. As recreation grows in importance, more information is needed about facilities, services and programs to support and improve the quality of operations. Comparisons must be made among companies to provide baseline information and make available alternative paths and standards on which to base sound decisions.

NIRA members will help promote essential research by participating in the 1978 NIRREF study. Results of the study, when compared with similar findings from 1974, will provide NIRREF and NIRA members with a new, clearer concept of where employee recreation and services stand today and what trends appear for the future. Future studies must address more complex issues in the field, including:

- The benefits of recreation programs
- Facility design
- Activities for programming

- Methods and techniques to deliver quality programs
- Increasing services through effectiveness and efficiency of operation
- Use of employee associations and volunteer services in developing programs
- Developing fiscal resources that are self-sustaining and not heavily based upon company support.

Only through cooperating and sharing information can the employee recreation and services profession continue to grow. The 1978 NIRREF survey is an excellent means by which NIRA members can contribute to the formal research in their field and immediately gain information to use in support of their programs.

David Groves, Ph.D is with the Department of Recreation and Leisure at State University of New York (SUNY) — Brockport. Michael Whitlock is a research assistant at SUNY and colleague of Dr. Groves. William DeCarlo, CIRA is Chairman of the National Industrial Recreation Research and Educational Foundation, the current Treasurer of NIRA and a Past President of the Association.

PM

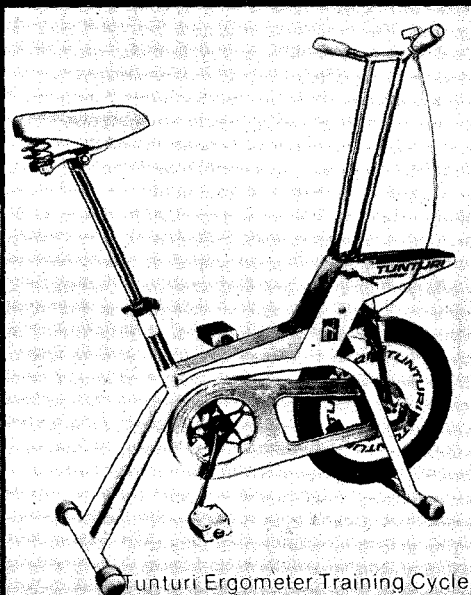
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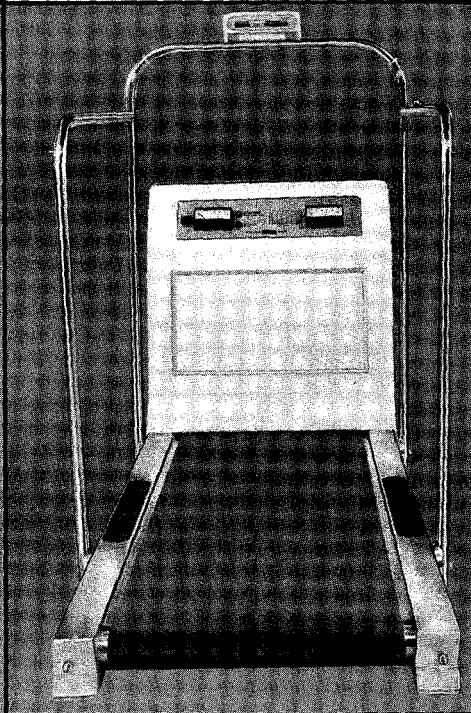
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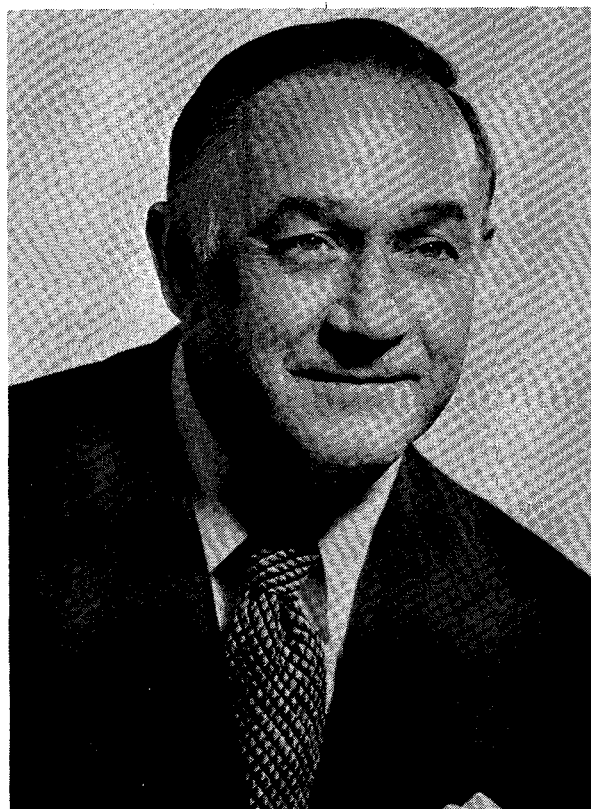
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A KEY FACTOR IN
PRODUCTIVITY BY
GIVING THE INDIVIDUAL
STATUS AND
RECOGNITION

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*Chairman of the Board
Goodyear Tire & Rubber Company*



"MANAGEMENT has an obligation, wherever possible, to see that employees achieve a sense of personal satisfaction from what they do.

"Goodyear's early management strongly believed that there is a direct correlation between a healthy body and a person's ability not only to do his or her job, but also to enjoy fully the hours away from work. Thus, more than a half century ago, a large gymnasium was built opposite corporate headquarters in Akron. It has been in constant use ever since.

"We actively promote the idea of employees taking part in sports. Our company has leagues for basketball, flag football, softball, bowling, volleyball, and golf. In recent years membership in our skiing and tennis clubs has mushroomed. Realizing that not everyone is cut out for active participation in sports, Goodyear sponsors 41 clubs that offer a varied menu of interests, ranging from chess and bridge to gourmet eating and

model railroading. A 1,400-seat theater provides a fine setting for the Goodyear Musical Theatre. The 75-acre Wingfoot Lake Park is becoming one of the finest employee facilities in the country. The company sponsored its first Boy Scout troop in 1914. Today Goodyear is one of the largest industrial sponsors of scouting in the world. We also sponsor the world's largest hunting & fishing club with a membership of more than 5,000.

"All of this costs money, but we consider it money well spent, because it lets our employees know we care about them over and beyond what they produce on the job.

"Recreation becomes a key factor in productivity by giving the individual status and recognition, as well as improving his or her morale. A diversified selection of activities for employees, members of their families and retirees is the fiber that joins our people into a well-knit, friendly group — on and off the job."

From *Top Management Speaks*

Check the publications order form card at the back of this issue

Should a manager participate in employee activities?

with Arnold Burns

Employee services directors insist that recreation activities improve productivity by bringing managers and employees together socially. But is such informal contact desirable? Some managers don't think so . . .

. . . and their viewpoint still exerts considerable influence in some organizations. Managers must maintain a certain distance from their employees, so the argument goes. In an industrial or business setting, familiarity can breed contempt — or at least damage the manager-employee relationship.

"I haven't seen any evidence of that. I've never hesitated to get involved in employee activities," says Arnold Burns, a line manager for

R.R. Donnelley and Sons Company. Burns is responsible for 250 workers in the Chicago printing giant's gravure pressroom and ink departments. He is also an active participant in the company's Lakeside Press Employees Association (LPEA).

Burns participates in LPEA activities primarily for his own enjoyment, rather than as a calculated employee relations effort. He is a member of the golf, ski, bicycle and anglers clubs and has traveled with LPEA groups. He is one of few managers, however, who are seriously involved in employee activities.

Burns feels there may be several reasons why some managers hesitate to join their employees in recreation activities. An important factor for some, he speculates, may be a fear of confrontation with employees.

"Although they can't admit it," says Burns, "some managers aren't confident they can handle the questions employees might ask in a social situation." Ironically, he adds, employees seldom quiz him during recreation events about job-related matters. When employees do ques-

tion a particular decision or company policy, however, Burns feels free to answer frankly.

"You have to be confident in your own decisions and be able to back them up if an employee should challenge them," he says. "But it really doesn't come up that often. In fact, we talk about everything *but* the job."

Burns disagrees strongly with those who argue that a manager's involvement with the employee association damages the manager-employee relationship. In fact, he counters, knowing employees through recreation activities helps him manage more effectively for several inter-related reasons:

- It promotes better manager-employee relations
- It helps him understand what is happening in his department
- It reduces the number and severity of personnel problems
- It offers him enjoyable leisure activities

continued
on following page

Should a manager participate? continued

Better employee relations

Burns is sure that his participation in employee activities simplifies his responsibilities as a manager. When employees know their managers as fellow bowlers or members of a ball team, says Burns, feelings of



camaraderie carry over to the shop. Familiarity makes discipline easier, rather than more difficult, Burns says, because it helps employees understand that criticism on the job does not involve personal dislike or malice.

"They see that you don't carry grudges," he explains. In comparison, managers who deal with their employees only in the workplace have fewer opportunities to demonstrate that they like and respect employees as individuals, aside from any interim difficulties on the job.

More employee awareness

Managers can learn about the inner workings of their own departments if they participate with their employees in recreation activities, according to Burns. Employees are more apt to talk honestly about personnel relations and company policies in the casual atmosphere of a recreation activity than they are in a work setting.

"You are able to learn more about their true feelings," Burns says. The informal situation, too, encourages employees to ask questions which they might be afraid to ask at work.

"I always tell people that it's better to ask a stupid question than make a stupid mistake," says Burns, "and in a casual setting, it's easier to ask."

Sometimes, says Burns, seeing an employee at a recreation function also helps him understand a worker's performance problems in the shop.

"You get the opportunity to witness problems — drinking problems, for example, or domestic difficulties — at a preliminary stage," he explains. "You can counsel an employee before it becomes a formal reprimand and you can sometimes offer advice without seeming to criticize."

Fewer personnel problems

Personnel problems often begin with poor communications between managers and employees. They are almost invariably aggravated when the two cannot talk with one another. The informality of a recreation activity, Burns says, helps managers and employees learn to communicate without unnecessary inhibitions.

"It helps break down barriers on both sides," he says. "A manager can be so much more effective if he can cut through insignificant barriers to communications and get right to the point."

Burns feels that the chance to improve communications during recreation activities is especially important for large employers in urban areas. In a small town, he points out, workers and managers are likely to know one another as neighbors, fellow parishioners or members of the same community organizations. In a large city, however, employees and managers may never see one another outside the work environment. Burns sees the recreation pro-

gram as a compensating influence that brings people together and reveals their common interests and feelings.

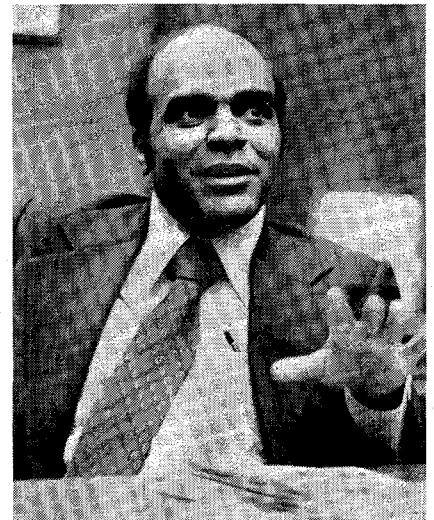
"We try to create a small town atmosphere in a metropolitan setting," he says of Donnelley.

Enjoyable leisure activities

Burns believes that managers who do not participate in employee recreation activities miss the fun he enjoys as a member of the LPEA. He credits the employee association with introducing him to snow skiing, a sport he now pursues enthusiastically as a member of the LPEA ski club.

"I never would have had the courage to get out on the slope without the moral support of other employees," he remembers.

Burns acknowledges that conscientious managers who spend long hours at the plant or office may be reluctant to devote additional time away from their families to company-related activities.



"It would be unfair to criticize all managers who can't participate," he admits, "but there is no excuse for not doing *something*."

For example, a manager should never be too busy to drop in on a retiree's good-bye coffee, he says,

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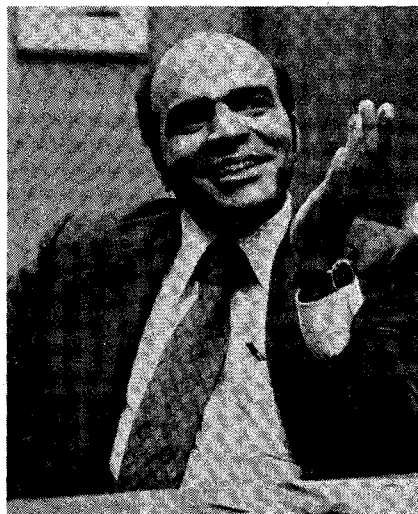
even if the retiree did not report directly to the manager. Employees welcome the interest, he says, and are genuinely proud that managers are concerned enough about them to participate. The recreation director has a responsibility, too, adds Burns, to program activities that allow some involvement without infringing on the time an employee or manager spends with his or her family.

"A well balanced recreation program will have activities that reach the entire family," he says. "There should also be activities available which an employee can enjoy without taking too much time away from the family."

Because employee recreation has only recently been adopted on a broad scale, data concerning its effect on productivity is extremely limited. (See story, page 16). Successful managers must often rely on their personal observations of its benefits. After ten years as a super-

visor and manager at Donnelley, Burns has no doubt that his involvement with recreation programs promotes smoother, more efficient production by improving communications.

"It is very hard to quantify," Burns admits. "But I am convinced that an employee who is comfortable in his job, who believes that his grievances



will be handled fairly and feels he can talk with his manager will give you better performance."

"Qualitatively, I can only cite my experience," Burns continues. "For example, we recently established a work-through-lunch program. We had less trouble with the transition than we might have had because we were able to make many one-to-one explanations of the change. I am sure the effectiveness of those meetings was enhanced by our mutual involvement in the recreation program."

Arnold Burns began his career with R.R. Donnelley and Sons Company ten years ago as a management trainee. Before he joined the company, he taught mathematics and natural science in the Chicago public schools. As a teacher, Burns found his sponsorship of student clubs helped his classroom effectiveness. *RM*

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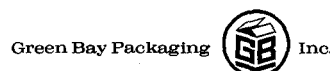


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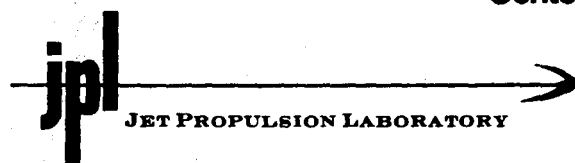
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by
Melvin C. Byers, CIRA
NIRA Consultant

Q. As employee services supervisor, I have been asked to investigate the possibility of opening an employee lunchroom — kinds of service, costs, etc. At the present time, employees either bring their lunches with them or eat in local restaurants. As our plant has expanded, problems have arisen in finding proper year-round facilities for the “brown baggers” and in assuring that those who eat in crowded restaurants get back to work on time. There has also been pressure from some employee groups for the company to open a cafeteria on the premises.

My main function until now has been to manage the employee recreation activities. I have no experience whatsoever with food service. Can you tell me if any other recreation directors also administer food service and, if so, how they handle it?

A. Food service is one of those auxiliary services that are sometimes thrust upon the recreation director. As companies expand their employee services areas, we can expect more administrators in our position to acquire such responsibilities.

To my knowledge there are very few, if any, employer-operated food services that make a profit. In fact, most lose money. Some questions that confront management concerning meal service are:

- Do we consider food service as an employee benefit?
- If we do, how much are we willing to invest annually to provide such a benefit?
- Will providing food service reduce eating time or tardiness?
- If we don't provide food service, should we be concerned with employees leaving the plant site and consuming alcoholic beverages during the meal period?
- Does the bringing of food into the plant by employees present hygiene and health problems?

- Would the institution of food service create serious problems of ill will among local food vendors?

Employers who do offer on-site food service handle it in a variety of ways. Some serve cafeteria-style meals. Others provide a selection of vending machines. Still others opt for a combination of the two.

Many employers, feeling the cost pinch of company-operated food services, have sublet the business to catering contractors. This eliminates the company employment of food service personnel whose hourly wages and company benefits can make it impossible to maintain a break-even status. The move to exclusively vending machine operations eliminates the food service employee consideration and the cost of food preparation facilities. On the other side of the coin, most, if not all, food vending services are unpopular with employees and a bone of contention for the employees and unions. Your company's choice of food service method will depend upon management's feelings of what constitutes success in the program — whether it is primarily a dollars-and-cents consideration or a personnel benefit. Your company may choose vending machines which can break even financially or make a profit, or go with a cafeteria which could lose money while satisfying workers. A company with a machine vending food service most likely will praise its operations strictly on the basis of time and cost savings and its relative ease of operation. A company with its own food service will most likely point out the employee satisfaction, comfort and health protection possible with personal food service.

Unfortunately, most smaller plants are more or less forced to choose a mechanical food vending service rather than manual operations. The larger the plant the greater reason for providing manual food service. If such a service is properly operated, the costs can be kept low. Vending machines for refreshments and even some meal needs are desirable in most plants. Regardless of the in-plant food service offered, there is a place for food vending machines in all industrial complexes. They do serve an employee service need and are appreciated by the employees for the convenience that no other facility can offer as well. Some industries with in-plant food service also install food vending machines which make food available at times when the cafeteria is closed. Some companies also provide a lunch room adjoining the machines.

continued on page 28

Put Your Retirees to Work

Helping retirees find useful work
after they leave the company
can encourage better morale
among your fulltime employees

by Steven L. Ranck, Ph. D.

People who are active in business and their professions can be frightened at the thought of retirement. Their apprehension is evident to their fellow employees and their sinking morale can be contagious. As the time for retirement approaches, the fear of being led to pasture becomes more evident. Some employees who previously looked forward to retirement as a pleasant experience, reverse their thinking as it draws near and feel frustrated, depressed or angry. Their frustration and depression can translate into poor job performance. Anger can be turned against the company which pre-retirees feel is ready to abandon them once their productive years on the job have passed.

People of any age need attention and appreciation. Retirement may pose a threat to these basic human needs. To overcome the fear of retirement, some companies have created "new job" programs for employees who are nearing retirement. The object of such programs is to help older employees find post-retirement occupations which will offer them interesting, useful work to which they can look forward. These programs introduce potential retirees to agencies that would be delighted to use their services, full- or part-time. Many social service agencies, for example, are begging for volunteers and there are many business establishments seeking reliable part-time help. Not to be overlooked are organizations that need full- or part-time directors, consultants or board members. Some retirees have been placed on speakers lists, have been employed as part-time instructors or paid to substitute for vacationing employees.

The list of areas in which retirees can find "new jobs" is long. Compiling it requires some initial homework on the part of the recreation director. The director should contact all possible employment sources for retired personnel. The recreation office can provide a directory of such contacts for reference or distribution to potential retirees.

Service opportunities abound for retirees at virtually every skill level. Agencies such as ACTION and the Service Corps of Retired Executives (SCORE) — both at 806 Connecticut Avenue, N.W., Washington, D.C. 20525 — are interested in retired executive level personnel. The federal Small Business Administration (SBA) enlists retired business executives to counsel small businesses which have been granted SBA loans. Clients are counseled, if they request help, by volunteers, all of whom are retired executives who have "made it" with established firms or who have been successful owners of small businesses. The volunteer advisors offer a wide range of management skills in taxation, finance, advertising, accounting, production, marketing, banking, engineering and general administrative management experiences. Another "new job" source for this type of retiree is the International Executive Service Corps (IESC) — 622 Third Avenue, New York, New York. The IESC deals with retired executives who are interested in advising foreign business operations. Volunteers usually

continued on following page

Retires continued

serve without salary, receiving only travel and living expenses for themselves and their spouses while on foreign assignment. In addition, various chapters of the American Association of Retired Persons (AARP) are extremely helpful in securing work or services for members who seek work, either to supplement their income or just to fill their time with some constructive activity.

In every community there is a need for people who are willing to work at odd jobs or as occasional fill-ins. Retirees, unlike some younger workers, almost always take a sincere interest in doing a day's work for reasonable compensation. Because of their freer schedules, too, retirees are able and willing to become serious volunteers for community service projects. Recreation directors can recommend that potential retirees investigate compensated or volunteer work as childcare assistants, "house sitters" (while the owners are away), companions to shut-ins, typists and stenographers, notaries public, small business auditors, income tax service workers, home maintenance workers, apartment building managers and any number of other occupations that imagination brings to mind. Retirees should be reminded, too, that churches, social agencies, private schools, small business establishments need part-time janitors, painters and maintenance workers.

Aside from work interests, retirees need association with others. A multitude of hobby clubs, garden forums, sports leagues and other recreation interests are available. In many communities municipal recreation departments and metropolitan park districts are interested in finding help with their activities. Universities and colleges in many cities offer free or nearly-free courses in a wide range of popular fields. Retirees may be interested in such continuing education courses as students or as guest lecturers.

For the most part, retirees are at a loss to know how to find a job or locate agencies which would welcome their volunteer services. Recreation directors can help potential retirees overcome this hurdle by verifying the needs for assistance at various sources and making their addresses and phone numbers available. Personnel staff people may be enlisted to give job-seeking pointers to groups of interested pre-retirees.

Special "new job" assistance for potential retirees is valuable as a measure of thanks for past service. Just as importantly, it encourages employees who are approaching retirement to devote undiminished energy to their jobs because they know the company is concerned about their welfare after they leave its payroll and because they have useful post-retirement occupations to consider. Active employees of all ages are bound to draw favorable conclusions about an employer who considers employees' welfare, even after their productive years for the company are past.

Ideas Clinic continued

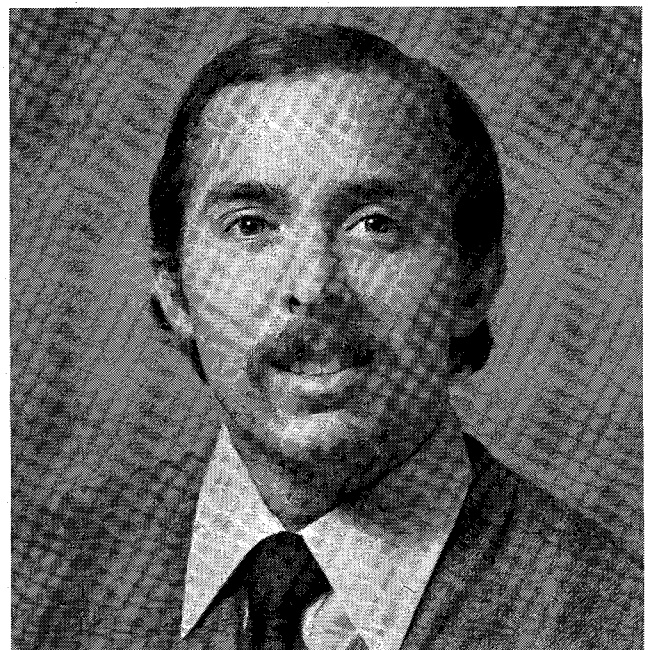
Before you become involved in making a decision about food service at your plant, I suggest you survey NIRA companies of your size, type and location. A visit to a cross-section of like industries after a decision is made, too, would be most helpful in gathering practical advice on the administration of whichever food service, if any, your management chooses.

* * *

NOTE: In making your food service recommendations, you must consider the plantwide benefits of every possibility. Keep in mind, however, that vending machine profits are a widely accepted and successful source of operating funds for employee recreation programs. Many employers can be convinced that profits made from food sales to employees should be returned to employees in the form of recreation and services which benefit both workers and management.

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.

rm



Steven L. Ranck, Ph.D. is Chairman of the Recreation and Leisure Education Department at the University of Toledo. He earned his doctorate in Leisure Studies at the University of New Mexico. Ranck was a speaker at the 1977 NIRA Region II Conference and Exhibit. rm



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associate profiles

Bronson Pharmaceuticals: Big savings on vitamins

Bronson Pharmaceuticals, a new Associate member, offers a unique group plan vitamin program to all NIRA members. The Bronson Company has been in the mail order vitamin business for over eighteen years, marketing its products nationally. Bronson products have been promoted principally to physicians who in turn have recommended them to their patients, not only because of Bronson quality, but also because of the substantial savings the Company offers. Recently, Bronson developed a new group plan which can be tailored to fit the individual requirements of companies and organizations which have an interest in their employees' welfare.

The Bronson group program has three goals:

- *To save employees money when they purchase top-quality vitamins for themselves and their families*
- *To help provide funds for recreation activities* — With no time, cost or effort on the part of participating companies, Bronson will contribute 15% of the sales made to employees, to the recreation program. If you have a company store where you stock and sell Bronson products, the profits to your recreation program can be even higher.
- *To help your employees better understand the science of nutrition* — Bronson offers a book purchase plan including more than twenty volumes in the field of nutrition. All are available to your employees at cost. Among the books available, for example, is Doctor Linus Pauling's *Vitamin C*, *The Common Cold* and *The Flu*, which retails in paperback for \$3.45 and is available from Bronson at \$2.20. A number of other pamphlets, catalogs and booklets are available for distribution to your employees at no cost to you or them.

Bronson is a service oriented organization. Orders received in the morning are usually shipped the same day. Bronson pays all shipping costs to destinations in the United States.

Offer this unique fringe benefit to your employees. Write for details and samples of the free literature. Also plan to visit the Bronson booth (#82) at the NIRA Conference and Exhibit in Dallas.



**BRONSON
PHARMACEUTICALS**

4526 RINETTI LANE, LA CANADA, CALIF. 91011

Helbros watches discounted for resale, service gifts

Helbros Watches, Inc., a new Associate NIRA member, offers popularly priced watches to employees through the recreation programs of NIRA member organizations. The New York-based company provides flexible services to meet the needs of large and smaller companies.

Helbros, in business for 65 years, makes handsome, reliable watches for men and women and markets them at popular prices. The company makes its line available to NIRA-member organizations at dealer prices. This means that its full line of time pieces, priced to retail at \$40 to \$125, will sell to NIRA members at \$20 to \$60.

The Helbros line includes a style for every taste and need. Analog quartz watches come in a variety of styles and offer unusual accuracy. Self-winding styles are available with the day/date feature. Dress watches and pocket models offer additional variety for men. For ladies, Helbros offers many fashion watches, several with diamond accents. Ladies may also choose from modern bangle styles, water-resistant "nurses' models and practical full numeral styles.

The Helbros program for NIRA members makes these watches available for group or individual purchase. Employees may purchase watches either through company stores or by catalog order. The recreation organization may stock the watches for display and sale or may refer employee orders to Helbros. The program is ideal even for relatively small organizations, since Helbros can process batches of as few as a dozen employee orders at the standard discount. Of course, in either resale case, Helbros will supply color catalogs and complete assistance to the recreation administrator.

Helbros also supplies watches for incentive and service awards programs. Recreation and employee services organizations may order watches for employee/retiree recognition purposes, for example. Many organizations will be interested in the unique "Indenta-Dial" process by which Helbros will personalize your gift watches with your organization's logo or company trademark. The Indenta-Dial process imprints any logo, trademark or other copy — in the color(s) of your choice — on the face of the watch.

Helbros is ready to tailor its program to NIRA member companies. For additional information, contact Sol Demel, Advertising Director, Helbros Watches, Inc., 2 Park Avenue, New York, NY 10016 — Phone (212) 685-6300.

Sea World extends new wholesale travel service

For recreation directors across the U.S., the Sea World name means fine family vacation attractions. Now, it also means expert travel planning assistance. Sea World has expanded its vacation services to include travel planning and assistance. Now, NIRA members can arrange individual or group trips with Sea World Travel, a wholly owned subsidiary of Sea World.

NIRA members have come to rely on Sea World's Happy Dolphin Club for dependable employee programs. The Club allows employee discounts at the Sea World marine parks in Orlando, Florida, Aurora, Ohio and San Diego, California. Sea World Travel offers wholesale travel assistance with the same reliability and excellent service NIRA members expect from Sea World. The travel company concentrates its efforts in the popular Orlando, Florida area.

"We know the destination," said Hal Buckland of Sea World Travel. "Many tour operators who send people to Florida work out of other areas of the country. We are located in Orlando and feel our personalized service and attention to local details afford the traveler a more professional approach to central Florida travel."

Sea World Travel handles individual and group trips to other popular vacation destinations, including the Caribbean, Las Vegas and Honolulu. Whatever the destination, Sea World Travel works closely with the recreation administrator to tailor-make the best possible travel package within the budget the administrator establishes. For those individuals or groups who find it more convenient to book their transportation independently, Sea World Travel will arrange land accommodations at the vacation destination.

In its first year of operation, Sea World Travel has discovered the advantages of a reputation for stability and reliability developed by its parent.

"People know Sea World. We want to assure each client that the travel company maintains the same high standards inherent in the three parks. We will deliver what the client buys," said Buckland. "Also, we have the financial stability that's so important to recreation directors who may have been wary of tour operators in the past." Finally, added Buckland, Sea World Travel can offer many special options which may not be available through other tour operators concerned with Florida travel.

For more information about Sea World Travel, contact Hal Buckland, at (800) 327-6010 (in Florida: (305) 859-7110). Stop by the Sea World Travel booth (number 70) at the Dallas Conference and Exhibit.

CIRCLE READER SERVICE CARD NO. 20

YOU READ THE ADS

You read the ads in RECREATION MANAGEMENT not merely because they are attractive, but because they have something to say to you—in word and picture—that is extremely important to you.

The ads are news.

They bring you information about products and services which dependable business firms make available to your program—and which your program needs.

More than that, our advertisers believe that RECREATION MANAGEMENT is an effective selling tool to reach you.

So, when you communicate with them, take a moment to let them know that you appreciate their support of, and participation in, NIRA—and that you read their advertisement in RECREATION MANAGEMENT.

FRITZ J. MERRELL, CIRA
President
National Industrial
Recreation Association



37th Annual NIRA Conference & Exhibit *"Employee Recreation & Fitness — The Formula for Productivity"*

A Productive Enterprise

Employee recreation and fitness
have captured management's interest.
We must be ready to translate
that interest into new programs.

by Roy L. McClure, CIRA
NIRA Immediate Past President
1978 Conference Chairman

NIRA's 37th Annual Conference and Exhibit is about the health of business and industry. A healthy enterprise is a productive enterprise. Now, more than ever, employee recreation and fitness programs improve the health both of individual employees and the organizations for which they work. NIRA members improve the health of individual employees through traditional sports leagues and organized fitness activities. These programs improve the overall fitness of employees while offering them fellowship and relaxing recreation. Employees' better health and sense of belonging, in turn improves their performance on the job. A healthy, involved employee turns in a better day's work for his or her employer. And that makes for a healthier, more productive enterprise.

Employers in business, industry and government turn to NIRA with increasing frequency for information and assistance with recreation programs that include fitness activities. From where we sit, this interconnection of recreation and fitness may be the key to the expansion of full employee recreation and services. To meet management's interest in and demand for recreation and fit-

ness programs, NIRA members must educate themselves to modern programming methods and technology. The 1978 NIRA Conference and Exhibit is designed to meet this need.

The Dallas program includes a full fitness institute day. It was planned with the help of medical experts and experienced employee fitness directors. Sessions throughout the day will give delegates who are interested in all phases of fitness programming a day-long seminar on the subject. Individual sessions are complete in themselves, however, for those with a more limited interest.

The Conference covers other vital concerns for employee recreation and services planners. In his Conference keynote address, James Hoke, Ph.D., President of Practical Management Consultants, will ask the vital question for modern business and industry, "Productivity: What are We Doing About It?" Hoke will discuss "Stress Elimination" as part of the fitness institute. Later, delegates will hear management's perspective on their work. Jack Baughn, Vice President of Personnel for Nationwide Insurance Company, will tell how "Top Man-



Roy L. McClure, CIRA served as 1976-77 NIRA President and is this year's Conference Chairman. He is Recreation Manager for Lockheed-Georgia Company, Marietta, Georgia.

agement Looks at Recreation and Employee Services."

Many other outstanding speakers will fill the program throughout the six-day Conference. For many delegates, the multitude of important sessions will create a conflict of choices.

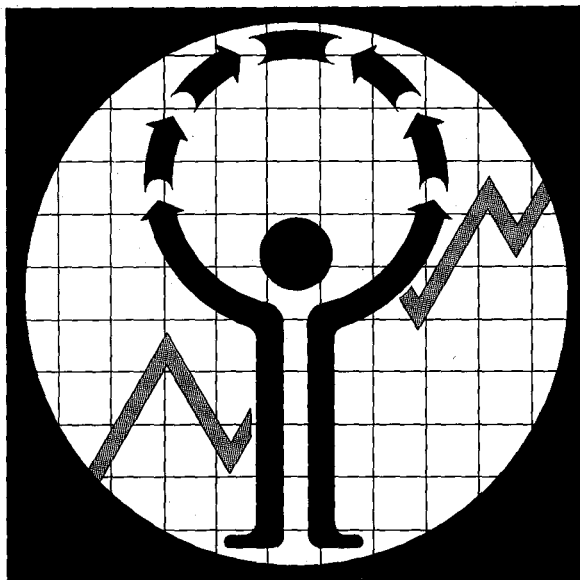
The Exhibit attached to the 1978 Conference will present an outstanding practical education in itself. Not only will suppliers display their goods and describe their services, but some may also take time to work personally with delegates to plan special arrangements to meet programming needs at different companies.

We welcome delegates' spouses to the Conference and invite them to attend any of the educational sessions. We offer them a special program to supplement the delegates' activities, which includes visits to some of Dallas' most famous and beautiful sights. Of course, spouses will be free to join delegates for the social portions of the Conference program.

NIRA delegates and spouses will get a taste of real Texas hospitality for the official Conference opening. The event will be held at MRC-member Ranchland, a working guest ranch. Later in the Conference, Six Flags Over Texas will sponsor a dinner and evening tour.

We are glad to be in Dallas this year. We expect to enjoy every day of the Conference and Exhibit. Most importantly, we know that this year's Conference addresses the vital question facing our companies: productivity. And it will help each of us return to our employers with a new understanding of recreation and fitness and their real potential for improving productivity.

*"Employee Recreation & Fitness —
The Formula for Productivity"*



37th Annual Conference and Exhibit

May 18-23, 1978

**NorthPark Inn
Dallas, Texas**

*Complete Program
available on request
to NIRA members
from Association headquarters*



37th Annual NIRA Conference & Exhibit **HIGHLIGHTS**

PROFESSIONAL DEVELOPMENT EDUCATIONAL PROGRAM

THURSDAY, MAY 18

8:00 a.m. — 5:00 p.m.

Registration for delegates, spouses, and exhibitors

Meetings of the NIRA Board of Directors

Noon — 5:00 p.m.

Conference Golf Tournament

3:00 p.m. — 5:00 p.m.

Tour of the Aerobic Center, Dallas

5:00 p.m. — 6:00 p.m.

Buses depart for Conference Opening at Ranchland

Evening includes dinner, rodeo, dancing and entertainment

FRIDAY, MAY 19

8:30 a.m. — 10:00 a.m.

Regional Breakfasts and Regional Elections

10:00 a.m. — 11:00 a.m.

General Session — Conference Keynote

"Productivity: What are we doing about it?"

James Hoke, Ph.D.

11:00 a.m. — Noon

Concurrent Sessions

(a) For new members and first-time delegates

(b) For session chairmen and speakers

Noon — 2:30 p.m.

Management Luncheon

Employer of the Year Award

New CIRA/CIRL Inductions

NIRA Professional Awards

2:30 — 5:00 p.m.

Concurrent Sessions

(a) "Swap Shop" of member publications

(b) Clay target shooting at Texins Assn. Rod & Gun Club

6:00 p.m. — 8:00 p.m.

Grand Opening of the Exhibit Hall

8:00 p.m.

Dinner on your own

SATURDAY, MAY 20

Physical Fitness Institute Day

Six hours of educational sessions scheduled throughout the day, running concurrently with other sessions

9:00 a.m. — 10:00 a.m.

General Session — Physical Fitness Keynote

"Employee Physical Fitness and Its Effect on Productivity"

Russell A. Harris — Executive Director, The Houstonian Foundation

10:00 a.m. — 11:00 a.m.

Concurrent sessions

(a) "YMCA Fitness Programs in the Industrial Setting"

(b) "Benefit Analysis of the Industrial Recreation Setting"

11:00 a.m. — Noon

Concurrent Sessions

(a) "Components and Staffing of a Fitness Program"

(b) "Legal Considerations in Your Recreation Program"

(c) "NIRA Tournaments and Services"

Noon — 2:00 p.m.

Lunch on your own

Custom Exhibits

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The trade show industry is constantly changing and that is why you as an exhibitor must start to communicate with the people in the aisle. Invest your exhibit dollar in a contemporary and functional exhibit, that will sell your product or corporate image.

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CIRCLE READER SERVICE CARD NO. 14

2:00 p.m. — 3:00 p.m.

General Session
"Stress Elimination"
James Hoke, Ph.D.

3:00 p.m. — 4:00 p.m.

Concurrent Sessions
(a) "Selling an Exercise Program to the Corporation and Its Officers"
(b) "Legislation — Is It Affecting Us?"
(c) "Programming for Retirees"

4:00 p.m. — 5:00 p.m.

Concurrent Sessions
(a) "Medical Considerations in an Employee Fitness Program"
(b) "Labor Unions and Your Activities Program"

6:00 p.m. — 8:00 p.m.

8:00 p.m.

Exhibit Hall Reception
Dinner on your own

SUNDAY, MAY 21

8:00 a.m. — 9:00 a.m.

Non-denominational worship service in Hotel

9:00 a.m. — 10:30 a.m.

CIRA/CIRL Breakfast

10:30 a.m. — Noon

Annual Meeting and Election of NIRA Officers

Noon — 3:00 p.m.

Open Session in the Exhibit Hall

2:00 p.m. — 5:00 p.m.

Concurrent On-site Tours of employee recreation facilities

(a) General Dynamics (2:00 p.m. — 5:00 p.m.)

(b) Texas Instruments (2:30 p.m. — 5:00 p.m.)

5:00 p.m. — 10:00 p.m.

Evening at Six Flags Over Texas

Event includes dinner and an open tour of the Park

continued on following page

HIGHLIGHTS: Educational Program continued

MONDAY, MAY 22

- 9:00 a.m. — 11:00 a.m. Open Session in the Exhibit Hall
11:00 a.m. — 1:30 p.m. Awards Luncheon
NIRA Tournament Awards
Exhibitor Door Prize Drawings
Entertainment by the "Folkel Minority"
- 2:00 p.m. — 2:50 p.m. Concurrent Sessions
(a) "Public/Private and Industry/Community Cooperation"
Chris Therral Delaporte — Director, Heritage Conservation and Recreation Service
(b) "The Alphabet Soup of Group Air Travel"
- 3:00 p.m. — 3:40 p.m. Concurrent Sessions
(a) "Alcohol, Drug and Tobacco Counseling"
(b) "Working With Branch Plants"
- 3:50 p.m. — 4:30 p.m. Concurrent Sessions
(a) "Combat the City Blues: Recreation in an Urban Setting"
(b) "What an IRC Can Do For You"
- 4:40 p.m. — 5:30 p.m. General Session
"Top Management Looks at Recreation and Employee Services"
Jack Baughn — Vice President, Personnel, Nationwide Insurance Co.
- 7:00 p.m. — 8:00 p.m. Presidents Reception
8:00 p.m. — 1:00 a.m. Presidents Ball
Dinner and Dancing
Entertainment by "Harmony & Understanding"

TUESDAY, MAY 23

- 8:00 a.m. — 10:00 a.m. Meeting of the NIRA Board of Directors
9:00 a.m. — 10:00 a.m. Concurrent Workshops
(a) "Successful Publicity Techniques"
(b) "Income Sources"
(c) "Liability in your Recreation Program"
- 10:00 a.m. — 11:00 a.m. Concurrent Workshops
(a) Programming for fewer than 1,000 employees
(b) Programming for 1,000 — 5,000 employees
(c) Programming for more than 5,000 employees
- 11:00 a.m. — Noon General Session
Conference Summary and Wrap-Up
1978-79 NIRA President Richard Brown, CIRA

Transportation is provided to Conference events for registered delegates, exhibitors and spouses.

A detailed Conference and Exhibit program will be separately bound and included in registration packets distributed at the NorthPark Inn. Copies of the program will be available after May 1 to NIRA members upon request from the NIRA office — 20 N. Wacker Dr., Chicago, IL 60606.

Full Conference coverage in the August issue of *RM*



OUTSTANDING SPEAKERS and ENTERTAINMENT



James H. Hoke, Ph.D.

"Productivity: What are we doing about it? That is the key question for modern recreation directors because it strikes the central issue of recreation's value to management.

James H. Hoke, Ph.D., 1978 NIRA Conference keynote speaker, will hit the subject head-on in his May 19 address. He will explain, from a psychotherapist's viewpoint, how recreation programs promote productivity by improving total employee fitness. Hoke will expand upon a portion of that theme in his May 20 session on "Stress Elimination."

Hoke is president of Practical Management Consultants, Southfield, Michigan. It is his business to help employees relieve the stress which can reduce productivity.

"The bottom line of emotionally fit employees is increased productivity," says Hoke. "Psychologically and physically fit employees turn out more and better quality work than their stress-pressured peers. They will think more clearly, learn faster, react more confidently, advance faster and relate better to their co-workers."

Hoke holds a doctorate in psychology and has designed executive stress relief programs.



Chris T. Delaporte

Cooperation for recreation programs and facilities between various sectors aids well-rounded programs in each. Chris Therral Delaporte, Director of the U.S. Heritage Conservation and Recreation Service (HCRS), will discuss the increasing opportunities for such cooperation on May 22. Delaporte is the first chief of the newly-created HCRS, an agency of the U.S. Department of the Interior.

Delaporte is a political science graduate of Oklahoma State University and a former Captain in the U.S. Air Force.



Jack Baughn

Jack Baughn, Vice President-Personnel for Nationwide Insurance Company, will present a management perspective on employee programs, May 22. Baughn knows the importance of productivity. He began his career with Nationwide in 1949 as an accountant. He was named to his present position in July 1977.

"I really believe that employee programs are a bottom line matter," Baughn has said, "... the important nurturing role played by employee programs in the preservation and growth of human assets is real and powerful."



"The Folkel Minority" (above) will provide music and humor for the Management Luncheon. "Harmony and Understanding", a talented group of Tyler Junior College students, will offer a program of song and dance at the Presidents Ball.

RM



37th Annual NIRA Conference & Exhibit **COMMITTEE CHAIRMEN**

Volunteer leaders help make the NIRA Conference and Exhibit work. Many hands for the 1978 meeting are members of the Dallas-Ft. Worth Metroplex Recreation Council.



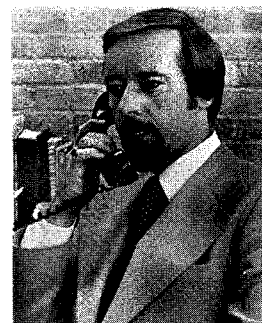
Speakers Co-Chairman
A. C. "Al" Ward
Owens-Corning Fiberglas



Spouse's Program
Rita Ashley



Registration
Jackie Price
Zale



Conference Program
Richard Brown, CIRA
Texas Instruments



Speakers Co-Chairman
Jim Gibbons
Dallas Naval Air Station



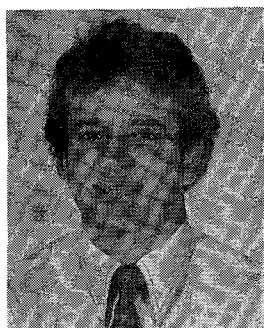
Exhibits & Security
John Davis
Meetinghouse Display



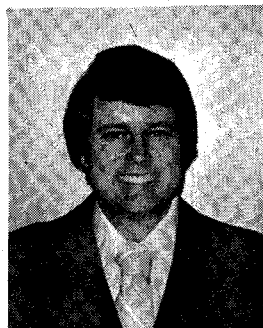
Publicity
Arthur Conrad, CIRA
Flick-Reedy



Hospitality
Cheryl Jones
First Nat'l. Bank in Dallas



Transportation
Jerry Anderson
Dallas Naval Air Station



Swap Shop
Gary Spraberry
General Dynamics



Tournaments Co-Chairman
Leroy Hollins
Texas Instruments



Tournaments Co-Chairman
Troy Mauldin
Texas Instruments

SUPPORT YOUR SUPPLIERS

The delegates and exhibitors at the 1978 NIRA Conference and Exhibit need one another. Together, we form a strong, growing Association of mutual benefit to everyone involved.

We are a cross-section of the National Industrial Recreation Association and its friends. Organization and individual delegates need recreation information and services. They join NIRA to learn more about effective recreation programming. They join to meet other recreation administrators and exchange ideas with them. They join to gain the group buying power that an international organization such as NIRA commands.

Suppliers work with NIRA to bring their goods and services to the attention of recreation administrators. Because the Association includes so many potential customers, suppliers are often prepared to offer special discount programs and tailor-made services.

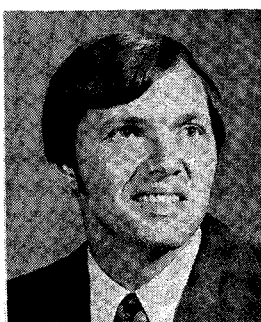
Suppliers meet NIRA members in three ways. Some advertise in NIRA's *Recreation Management Magazine*. Others display their goods and services at the annual Conference and Exhibit, where they can meet NIRA people personally. Others join NIRA as Associate members and take an even more active part in the Association's support and advancement. Some suppliers take all three routes as advertisers, exhibitors and Associate members.

The suppliers deserve our support. Not only do they make goods and services available to our employees — often at handsome savings — but they also contribute to the NIRA's overall vitality. Their support and their prestige make it possible for us to continue expanding the services that make NIRA a valuable Association for all of us.

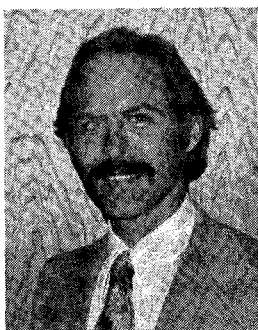
Fritz J. Merrill



Conference Chairman
Roy McClure, CIRA
Lockheed-Georgia



Entertainment
Bill Summers
Jerrell



Special Events
J. D. Smith
General Dynamics



Door Prize Co-Chairman
J.D. Hamilton
Goodyear Atomic



Door Prize Co-Chairman
Mary Graziano
Prudential Insurance



1978 NIRA AWARDS

Awards by the National Industrial Recreation Association are the highest honors for employee recreation and services programs. NIRA Awards recognize excellence in programming, promotion and service. 1978 award winners will be announced at the Management Luncheon of the Conference and Exhibit in Dallas, May 19, 1978.

NIRA/Citizens Savings Award

This highest of organization awards recognizes excellence in total recreation and services programs. The award is presented to as many as four organizations each year, in categories determined by size. Criteria for the award are stringent and cover not only programs and facilities but also organizational structure, leadership development and overall effectiveness.

Certificate of Excellence

Outstanding individual activities within larger recreation programs are honored by the NIRA Certificate of Excellence. Winning programs must demonstrate special success for their particular circumstances. This

means that activities from organizations of all sizes and levels of funding are competitive.

Distinguished Service Award

This honor is reserved for individuals who devote extraordinary service, locally or nationally, to the strength of the National Industrial Recreation Association.

Promotional Awards

(1) First, second and third place awards honor outstanding organization handbooks, membership brochures, activities guidebooks and membership directories. Originality, appearance and effectiveness are primary criteria.

(2) First, second and third place awards are also presented for outstanding publicity efforts for individual activities. Originality and effectiveness are important standards.

(3) This third category is open to any promotional effort not covered by the categories above. Again, originality and effectiveness are most important in judging.

Employer of the Year tops the list



John W. Kluge is NIRA's 1978 Employer of the Year. He is Chairman of the Board and President of Metromedia, Inc., New York.

Personal experience has made John Kluge a strong believer in recreation and fitness programs. A confirmed "fitness nut", he encourages his employees to participate in fitness activities and relaxing recreation of all kinds. Because of his personal adherence to fitness, he stresses the importance of individual responsibility for sound health.

Recreation and fitness at Metromedia are in the hands of employee volunteers. With the support of management and Kluge's personal example, employees conduct a wide range of leisure activities.

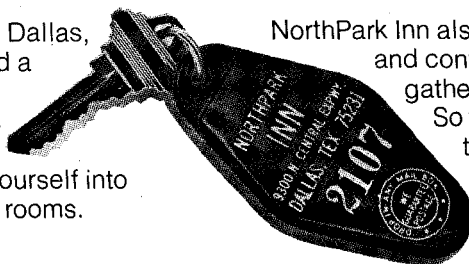
Metromedia is the leading non-network broadcasting group in the country. Its interests include radio and television stations, outdoor advertising, mail marketing, and television program production. Metromedia owns the famous Ice Capades and the Harlem Globetrotters.

RM

Name three places where you can dine like a king, sleep like a baby, work like a Trojan and play to your heart's content!

NorthPark Inn

Located in the heart of North Dallas, NorthPark Inn is just a hop, skip and a jump to the finest shopping, best restaurants, dinner theaters, discos and movies in the area. Then, when you're all tuckered out, tuck yourself into one of our 365 ever-so-comfortable rooms.



NorthPark Inn also features extensive meeting and convention facilities to handle a gathering of 3 to 3,000.

So the next time you come to Big "D," plan to stay at the big "N," NorthPark Inn.



The Happy Dolphin

If Florida suits your taste, try The Happy Dolphin, St. Petersburg. Your room will overlook the Gulf of Mexico, so be sure to have your swimsuit handy. For more fun in the sun, try our shopping village, theater, marina, nightly entertainment or one of our daily Disney World tours.

When you get tired of playing around and are ready to get back to

work,
ask

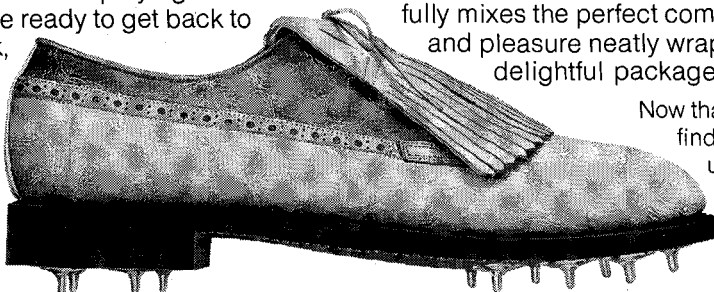
about The Happy Dolphin's complete convention facilities.

The Plantation Inn

Get away from it all with "good old Southern Hospitality" at The Plantation Inn, Crystal River, Florida. Besides the excellent food and charming atmosphere, there's an 18-hole championship golf course and all-weather tennis courts on the premises. You can also swim, fish, scuba and skin-dive to your heart's content. And, if you want to bring a planeload of friends along, land on our private airplane landing strip.

As you can clearly see, with our complete convention facilities, The Plantation Inn successfully mixes the perfect combination of business and pleasure neatly wrapped up into one delightful package.

Now that you know where you can find all these wonderful things under three roofs, make your plans to visit one of them today.



For more information and full-color brochures, call or write:

NorthPark Inn
Sales Dept., 9300 N. Central Expwy. OR
Dallas, TX 75231
(214) 363-2431

The Happy Dolphin
Sales Dept., 4900 Gulf Blvd.
St. Petersburg, FL 33706
(813) 360-7011

NorthPark Inn, The Happy Dolphin and The Plantation Inn are Caruth Hotel and Resort Properties.

Transition in Leadership

Merrell steps down
after year of membership growth

Brown takes office
with experience in association management

In the year since Fritz J. Merrell, CIRA (Olin Corp.) became NIRA President, the Association has experienced a major growth in grassroots membership strength. Merrell counts this improvement as the greatest single stride forward for the Association since he took office at the national Conference and Exhibit last May.

During his 1977-78 term, Merrell saw the traditional Western Region VII Conference and Exhibit make another successful showing — this time in Phoenix. The NIRA Board of Directors, under Merrell's administration, held its regular September meeting in conjunction with the Region VII event. The show of support from the NIRA national leadership emphasized the new reliance on local involvement for membership strength. Later last fall, Regions II and III held first-time Conferences as well. Leaders of both Regions have announced plans to continue the trend with meetings in 1978. Other Regions have given new consideration to holding conferences or seminars in their areas.

The interest which this local activity sparked carried through with the adoption of full-membership status by the Oakland and San Diego, California Industrial Recreation Councils. A totally new Council in Houston, Texas, too, joined the Association during Merrell's term.

Fritz Merrell took advantage of a new official com-

munications link with members through his regular column in *Recreation Management*. Begun late in the term of 1976-77 President Roy McClure, CIRA, the column provided the President with an open forum in which to share his thoughts about NIRA. The feature will continue over the signature of 1978-79 President Richard M. Brown, CIRA.

Continuous behind-the-scenes coordination is a substantial portion of the NIRA President's responsibilities. For Merrell, that effort was devoted primarily to monitoring the preparation of the employee recreation textbook sponsored by the National Industrial Recreation Research and Education Foundation (NIRREF). The sorely needed college text will be completed later this year.

As head of the governing Board of NIRA, Fritz Merrell oversaw a major staff transition in the NIRA headquarters office. The NIRA Board appointed Patrick B. Stinson as Executive Director of the Association following the April 1977 resignation of Michael A. Fryer. Merrell also supported Stinson's appointment of Michael T. Brown, CIRA, a former Board member, as Assistant Executive Director.

Merrell's term as NIRA President tops a life-long career in recreation leadership and NIRA service. Merrell began his professional work as a recreation leader at



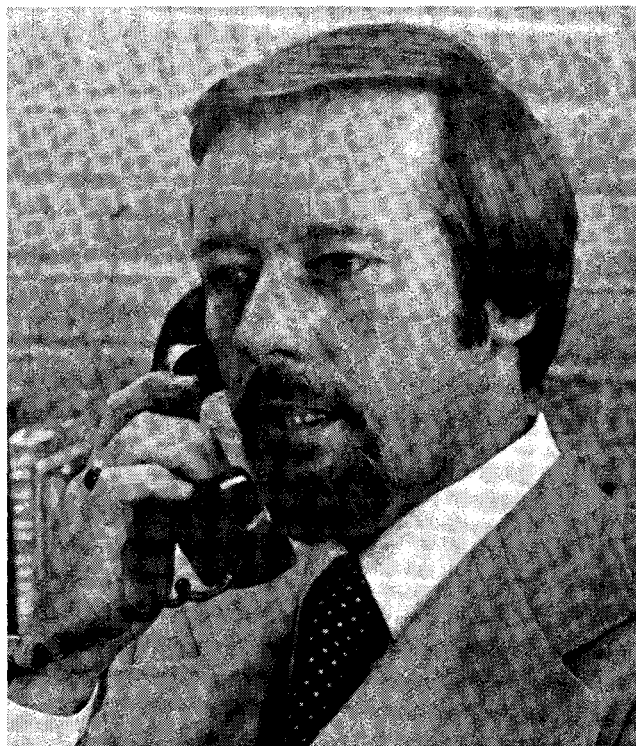
1977-78 NIRA President Fritz J. Merrell, CIRA

Olin Corp., Pisgah Forest, North Carolina in 1947. During the next few years, he worked as athletic director and recreation supervisor. In 1960, well ahead of many employers, Olin developed its still exemplary Camp Harry H. Straus employee recreation park which Merrell oversees as employee activities supervisor.

Merrell is a charter member of the Certified Industrial Recreation Administrators, CIRA's professional certification program. Active as a Director of the NIRA Board for many years, he was cited as the outstanding senior director for 1961-62. In 1970, the Olin program received employee recreation's highest honor, the NIRA/Citizens Savings Award for overall excellence.

Merrell will remain active on the NIRA Board as Immediate Past President during the 1978-79 term. At the Dallas Conference and Exhibit, he will hand the President's gavel to President-Elect Richard M. Brown, CIRA (Texas Instruments, Inc.).

In contrast with his predecessor, Dick Brown came to recreation management from an unrelated professional field. As a materials research scientist for Texas Instruments, Brown initially became involved in recreation as an employee participant and club president. In 1973, he was named General Manager of the corporation's Texins Association. He joined NIRA and became immediately active in its leadership, both locally and na-



1978-79 NIRA President Richard M. Brown, CIRA

tionally.

In his home area, Brown was instrumental in forming the Dallas-Ft. Worth Metroplex Recreation Council (MRC). He served as the group's first President during 1974-75 and has held several other offices since then. Nationally, Brown was elected in 1974 to the NIRA Board of Directors from Region VI. The following May he was appointed NIRA Treasurer. After serving that one-year term, he was elected Vice President of Finance. In May 1977, Brown was elected 1977 President-Elect, to become President for 1978-79. During his term as President-Elect, he has also served as Program Chairman for the 1978 Conference and Exhibit.

The employee recreation and services program which Brown administers for Texas Instruments is exceptional in both size and scope. Winner of the 1972 NIRA/Citizens Savings Award, it includes (in the Dallas area alone) a 26,000 square foot activities center and athletic complex, an archery range, a complete rod and gun club facility, the 66-acre lakeside Texoma Club recreation park and an income generating golf center. Delegates to the NIRA Conference will have the opportunity to tour the Texins facilities. The follow-up Conference issue of *Recreation Management* will introduce Brown as 1978-79 NIRA President.

RM

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WHO'S WHO

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WHO'S WHO in Business, Industry and Government Employee Recreation recognizes the finest administrators of employee recreation and service programs. The men and women listed in this first edition are Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). They have met strict criteria for professional excellence under the only existing certification program for employee recreation specialists.

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the educational and professional accomplishments which distinguish the members of this select group.

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To order your copy of *Who's Who . . .*, write to Patrick Stinson at the NIRA office, 20 N. Wacker Drive, Suite 2020, Chicago, Ill. 60606 — Phone (312) 346-7575.



SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

nira calendar

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton — (213) 847-9582.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill — (312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact David C. Hoel — (214) 438-8611, ext. 765.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid — (713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau — (313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings were suspended until September 1977 when they may be rescheduled. Contact Theodore Curtis — (212) 997-2979.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

Region II will hold its second annual Conference and Exhibit October 26-28, 1978 at the Ramada Inn Southwyck, Toledo, Ohio. Contact Al Ward — (419) 248-8132.

Region VII will hold its 28th annual Conference and Exhibit, September 28-October 1, 1978 at the Sheraton Universal Hotel, North Hollywood, California. Contact Bill Ranney — (213) 764-0025.

37th Annual NIRA Conference and Exhibit will be held May 18-23, 1978 at the North Park Inn, Dallas, Texas. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

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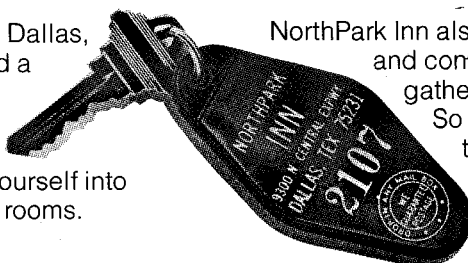
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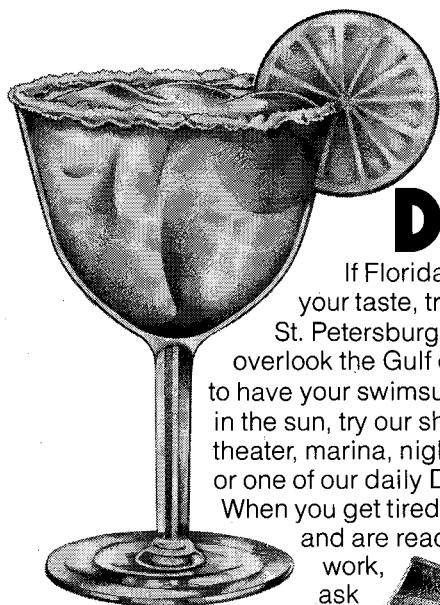
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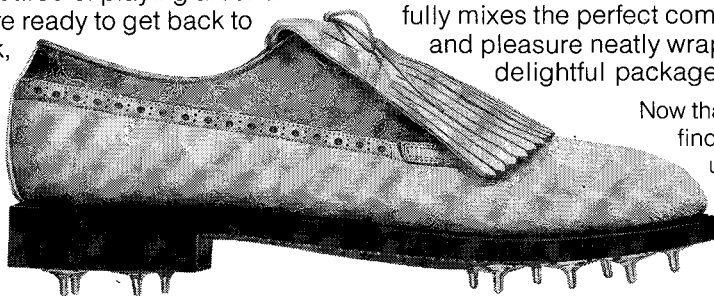
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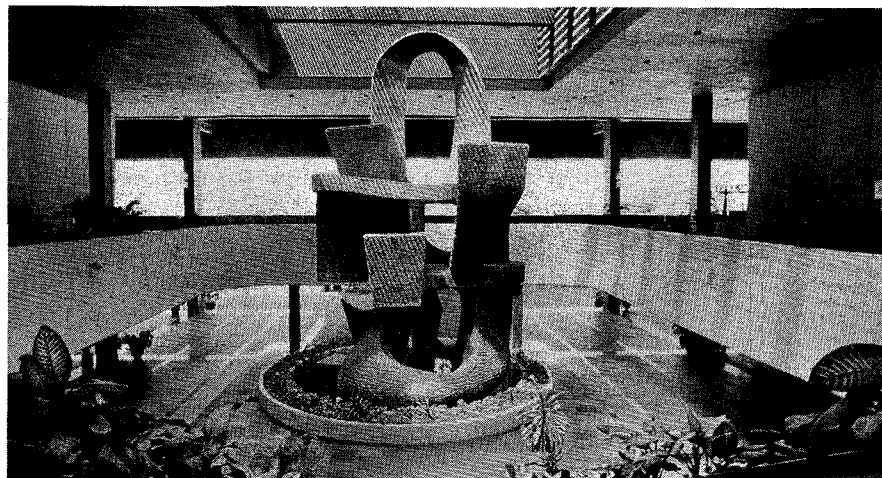
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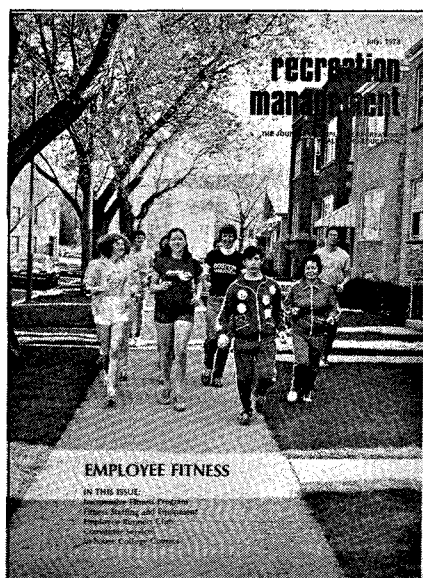


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An investment in employee fitness is an investment in improved productivity. Even employers who may not have developed extensive recreation services for their employees want to initiate fitness programs. Employees, caught in the new enthusiasm for fitness, are signing up in record numbers for exercise classes, jogging clubs and other fitness activities.

The joggers on our July cover are part of the after-hours fitness class at Bankers Life and Casualty Company in Chicago. Their instructor, Tom Gulan, is the "Marathon Man" in brown. His cover story describes a basic fitness class that is possible at a minimal cost. Also in this issue, an employee services manager from California outlines a more extensive fitness program for organizations with larger budgets. Related stories describe a runners club at a Pennsylvania firm, an intriguing diet that radically lowers cholesterol levels and more.

Cover courtesy of Bankers Life and Casualty Company.

Next month: 1978 Conference & Exhibit report

The NIRA President would like a word with you . . .

. . . about professionalism

My goal as 1978-79 NIRA President is increased professionalism, both in our field and in this Association.

Is NIRA truly a professional organization? Does it perform for us the same functions that other well-known professional associations perform for their members? It is our responsibility — yours and mine — to see that it does.

Professionalism in our field and in NIRA depends upon individual recreation directors. When you think of the most prestigious and effective professional associations, remember where they obtain their strength. It is not primarily from their paid staffs or from their publications. It derives from their members: how well they are respected for the work they do, how knowledgeable they are in their field, and how effectively they represent their profession to other sectors of the society.

Are you respected for the work you do? You should be. Employee recreation and services contribute to increased productivity, which is the only absolute way to control inflation, the single most serious issue facing western industry today. Our work is becoming increasingly accepted as an essential element in human resources management.

Do not expect upper management to appreciate your work automatically, however. First, you must recognize your own value to your organization. A positive self-image is of primary importance. As a professional, you must promote your department's efforts within your organization and your profession's



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

contributions within the business community. Keep your management informed about your programs and make your colleagues in business and industry aware of NIRA and its purpose.

Are you knowledgeable in your field? Are you aware of recent developments in employee recreation, fitness and services as well as the broader concerns of industrial relations and personnel management? Continuing education is one of the primary purposes of a professional association. It must be a personal goal for the professional practitioner as well. Have you attended NIRA's regional and national conferences to gather new information and ideas? Do you take advantage of

educational opportunities available through your employer or in your community? Do you really make the investment of time, effort and even personal expense to justify calling yourself a professional?

How well do you represent your profession to other segments of society, the business sector and your own organization? Do you demonstrate not only specialized knowledge in your field, but also a broad perspective on its value to business and industry? Are you ethical in your professional dealings? Do you, in short, naturally command the respect you believe should be accorded our profession?

All of these questions can be answered positively through NIRA. Its conferences and publications help provide you with information and ideas. To get your money's worth from the Association, however, you must contribute. Join actively in your local Industrial Recreation Council or, if necessary, help organize one in your area. Let others benefit from your experience and insight by submitting articles for NIRA publications. Contribute to conferences not only by your attendance, but also by assisting in their organization and direction.

With this kind of commitment, NIRA and our profession will continue to grow and become an accepted factor in the formula for productivity.

Richard M. Brown

nira news

Regional Conferences set for fall



The Sheraton Universal, Region VII Conference site.

NIRA's three most active regional organizations have announced Conferences for this fall. The meetings will vary in length and scope, but all will emphasize professional education as their primary purpose. NIRA members from all regions are welcome to register for each Conference.

Region II will hold its second annual fall Conference and Exhibit October 26-28, 1978 at the Ramada Inn Southwyck in Toledo, Ohio.

The Toledo Industrial Recreation and Employee Services Council (TIRES) is this year's host. Entitled "People Making Progress" for business and industry, the meeting will center around employee services and their relationship to higher profits. **A.C. "Al" Ward, CIRA** (Owens-Corning Fiberglass) is Conference Coordinator.

In **Region III**, a second annual Conference is scheduled for October 4, 1978. This year's all-day semi-

nar will be organized by the Chicago Association for Recreation and Employee Services (CARES) and held at Flick-Reedy Corporation's facilities in the Chicago suburb of Bensenville, Illinois. According to Conference Coordinator **Susan Siwicki, CIRA** (Bankers Life and Casualty Company), the meeting will concentrate on the causes, effects and remedies of employee stress. Featured speaker **James Hoke** was the popular keynote speaker on the national Conference program last May.

"Employee Recreation: A Key to Productivity" is the theme for this year's four-day **Region VII** Conference and Exhibit. The event will be held at the Universal Sheraton Hotel in the Los Angeles suburb of Universal City, California. Hosted by the (Burbank) Associated Industrial Recreation Council (AIRC), the 28th western gathering will offer the AIRC Sports and Hobby Show, a progressive exercise program, and exhibitor learning sessions. Concurrent learning sessions will cover such topics as planning and implementing recreation programs, money management, liability, developing noon and break-time programs, procurement of recreation supplies, utilizing private and public facilities, and maintaining recreation facilities. Special keynote and celebrity speakers plus a tour of Universal Studios will highlight this year's program. A full schedule of spouse's activities is planned to complement the delegates' program. **Bill Ranney** (Home Savings & Loan, Los Angeles) is Conference Chairman.

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Check your
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for constant updates
on NIRA
Regional Conferences

CIRCLE READER SERVICE CARD NO. 4

Betty Phipps joins NIRA staff



BETTY PHIPPS
Secretary/Receptionist

Chances are good that when you call NIRA headquarters in Chicago, the voice on the other end of the line belongs to Betty Phipps. She joined the Association's fulltime staff as Secretary/Receptionist on April 10, 1978.

As Receptionist, Betty Phipps greets visitors and answers incoming calls. She provides information about the Association and refers questions to other staff members.

As Secretary for Assistant Executive Director **Michael Brown, CIRA**, she works extensively with NIRA members. When organizations join the Association, she officially enrolls them and keeps their records current. She bills members for their annual dues and records their payments. She also maintains NIRA mailing lists, including the subscription roster for *Recreation Management*. She assists Mike Brown with membership promotion and services mailings.

Betty Phipps is a 1976 high school graduate with additional business school training. Originally from Natchez, Mississippi, she has lived in Chicago for two years.

RM, July, 1978

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King Louie

CIRCLE READER SERVICE CARD NO. 3

Stan Locke, CIRA of JPL retires



C. Stanley Locke, CIRA, Executive Manager of Jet Propulsion Laboratory's Employees' Recreation Club, has retired, due to medical reasons, after 22 years of service. A former member of the NIRA Board of Directors, Locke was a strong supporter of Industrial Recreation Councils.

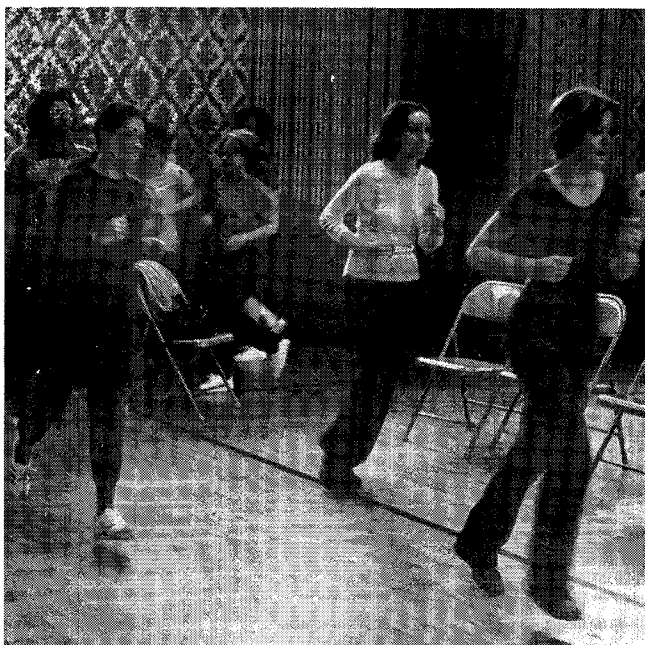
"Just so this doesn't sound too much like an obituary," said Locke, "I'll still try to keep my hand in, as time and circumstances allow."

Locke is succeeded at JPL by his former assistant, Beth Bell. RM

You can start your employee fitness program on a shoestring

by Thomas Gulan

YOUR organization can have an employee fitness program. It is possible even if you have no facilities and a shoestring budget. You have undoubtedly read about the impressive facilities some corporations operate for their employees. Such programs are great, if you can bankroll them. It is not necessary, however, to have sophisticated facilities and equipment or a fulltime fitness staff before you begin an employee fitness pro-



Bankers Life and Casualty employees jog around folding chairs in an after-work fitness class.

gram. You will do your employer and your employee group a great favor if you initiate a fitness program now, with whatever resources you have available.

At Bankers Life and Casualty Company, in Chicago, Employee Services Supervisor **Susan Siwicki, CIRA**, oversees such a program for employees at all levels. I have been its instructor since the program opened four years ago.

Exercise is the foundation of feeling — and performing — well. For total fitness, of course, exercise must be combined with a nutritious diet, sufficient and regular sleep, and the ability to cope with stress.

Traditionally, employee interests in fitness have been incorporated into athletic and sports activities. Competitive motivation plays an important part in such programs. These activities are effective for some participants because they provide exercise and tension release as well as a means of encouraging team goals. A more specific fitness program, however, must address the individual, non-competitive goals of both executives and general employees. It cannot and should not replace competitive sports activities, but is a necessary complement to them.

When designing your exercise program, accommodate five basic concepts:

(1) You can establish a sound, basic fitness program at low cost to both your employer and the employee participants.

(2) You need the input of the professional medical team available to you. Involve your organization's medi-

cal department in the planning and administration of your program.

(3) Carefully consider what activities you will include in your program. Remember that exercise is only one element of total fitness.

(4) Your program should be accessible to as many employees as possible. Schedule your sessions for the convenience of participants.

(5) Work to improve employees' fitness attitudes both at home and on the job. Include activities which will make employees aware of good nutrition, the damaging effects of stress and drugs, and so forth.

As you develop your program, consider the space and equipment available to you. Some recreation directors allow themselves to be discouraged, unnecessarily, at this preliminary stage. You probably can locate both indoor and outdoor facilities which can be adapted to a fitness program.

First, no matter where you are located, Mother Nature's facilities are fine at least part of the year. You can organize outdoor jogging programs on city sidewalks, in local parks and on other public and private land. Secondly, you can make use of indoor facilities you may not have considered. All you need is one room the size of a volleyball court. Use a company lunchroom after hours or an unused storage area. One company we know conducts exercise classes in its own office corridors. Check your community resources for such space as church basements, school classrooms and other occasionally vacant space. Bankers Life and Casualty Company rents a small hall from a local community organization. The company's cost for two semesters is only \$200, plus utility charges.

You can equip your indoor fitness facility with ordinary items from the office, dime store and even employees' homes. You will need a carpet for the floor of your exercise area. If this is unavailable, ask participants to bring individual exercise mats or small rugs from home. You may also want to obtain a folding chair for each participant and a supply of jump ropes.

Showers are a nice feature for your fitness facility, but they are not essential. Participants can shower when they get home after class, just as they would after a softball game or other athletic activity.

It is important that any exercise program be conducted by a trained fitness instructor. This does not mean, however, that you must hire a fulltime staff member. Bankers arranged for my services as a fitness instructor through the City Colleges of Chicago. Partici-

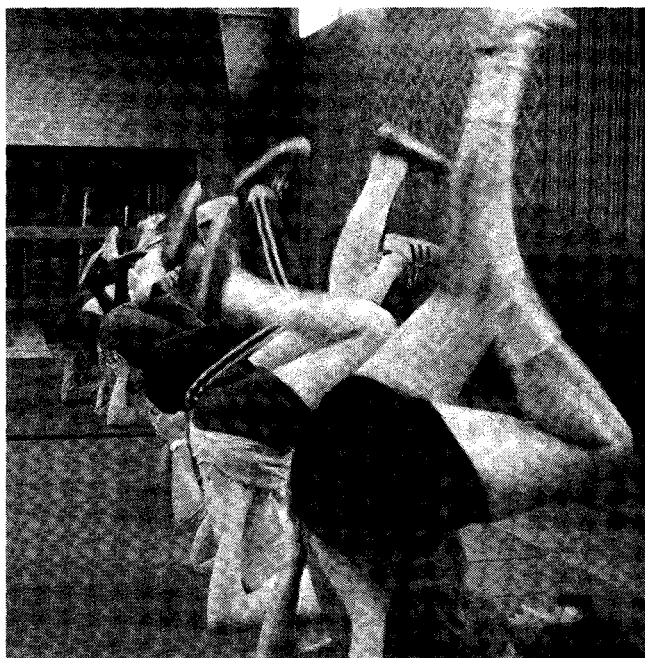
pating employees are enrolled as off-campus physical education students. They willingly pay \$22 per semester for thirty fitness sessions. Those who complete the course earn two college credits. If you are not a qualified fitness instructor yourself, check with schools in your area, as well as local YM/YWCA's, for qualified instructors.

Your organization will naturally be concerned with the liability considerations in a fitness program. It is essential that you explain to your classes that every participant is responsible for being reasonable in his or her exercise program. Fitness training is a slow, deliberate process which will bring definite results in the long run. Emphasize to every participant that he or she will see improvement only through a gradual program of sensible exercise. It is the instructor's responsibility to see that no one pushes too hard.

As additional protection, obtain signed release forms from all participants. These seldom provide all-inclusive protection from liability claims, but they do discourage participants from filing them in the first place.

It is also essential that your fitness instructor is thoroughly trained not only in fitness procedures but also in first aid and cardiopulmonary resuscitation (CPR). You may even want to include first aid instruction for all employees in your fitness program.

continued on following page



Simple mats on a bare floor create an exercise area in a local community center.

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CIRCLE READER SERVICE CARD NO. 6

Fitness Program continued



Before you begin your fitness classes, design an appraisal system which will help the instructor determine the fitness levels of all participants. At Bankers, we use Dr. Kenneth Cooper's Aerobic Field Test which involves a 12-minute run. We pre-test each participant before the program begins. We test again after six weeks' participation and again after twelve weeks. The repeated tests give the instructor, the medical department and the participants an indication of progress. You will want to consult with your medical department and other qualified sources about appropriate tests for your group.

Utilizing the simple facilities and equipment already discussed, your fitness instructor can develop a regular conditioning course for your employee group. At

Bankers, we combine an exercise routine with vigorous aerobic activity. We begin with simple warm-up exercises and continue with calisthenics and spot exercises to firm and tone whatever areas the class wants to improve. Using folding chairs, we include a variety of sitting, stepping and lifting exercises. We end the routine with relaxation exercises.

Our conditioning session then moves ahead with vigorous activity to stimulate the cardiovascular system. This can include walking, jogging and running, cycling, swimming or rope-skipping. We vary the activities according to the facilities, season and abilities of the participants.

Convenient scheduling is essential if your fitness program is to realize its participation potential. Schedule sessions before, during or immediately after work hours. Your participation will fall considerably if you ask employees to return to the workplace or other facility after they go home.

At Bankers, we begin fitness classes immediately after the regular daytime work shift ends. Even those who struggle into class after an especially tough workday find the exercises stimulating and refreshing. Exercise also acts as a natural appetite suppressant, which helps participants curb their eating at the dinner table.

Do not hesitate to experiment with unusual scheduling for your fitness sessions. Try a "breakfast of champions" before work. Arrange an exercise session — jogging, perhaps — followed by a light, nutritious breakfast. Offer a 10-15-minute pre-lunch program. You can even slip in a short routine of stretching exercises after lunch. Try mid-morning and mid-afternoon exercise breaks. A brief routine of running in place, rope jumping, sit-ups and stretches will help relax and refresh employees more healthfully than a coffee break.

Complement your exercise program with information on total fitness. Call upon your organization's medical staff and outside speakers from local schools or health organizations. Include lectures on weight control, nutrition, coping with stress and other health topics.

Your fitness activities will be valuable to management and employees because they improve employee health, confidence and productivity. They can be a great morale booster and even a positive public relations influence. Fitness classes, like sporting events, bring employees together in an informal setting. You may well be able to develop a successful fitness course which combines executives and their employees in common classes, if this does not adversely affect executive participation. After all, the bodies are the same.

When you use city sidewalks and public lands for your fitness runs, you not only show a human side of your organization, but you also prove to the community that your organization is interested in its employees' health and welfare.

RM

Thomas Gulan is an Associate Professor of Physical Education at Harry S Truman College in Chicago. He holds B.S. and M.S. degrees in Physical Education. He qualified for, and finished, the 1978 Boston Marathon.

The Chairman of Motorola supports industrial recreation

**"INDUSTRIAL
RECREATION BUILDS
LEADERS AND BRINGS
FAMILY, COMMUNITY
AND COMPANY
CLOSER TOGETHER"**

Robert W. Galvin
*Chairman of the Board
Motorola Incorporated*



"Industrial recreation is an extremely important activity at Motorola. I have given it a great deal of personal attention and have participated in many of the programs. My participation has been good for me, as I am convinced it has been good for my associates.

"The basic objective of industrial recreation is to recognize man's needs as a social entity. This is a sound objective. Employee recreation has given opportunity for personal expression, individuality and recognition to the men and women in industry. This is an essential part of belonging to an industrial organization.

"Through recreation, employees become better acquainted. We all find that we have many interests in common with one another. We gain better understanding of each other. We break down and overcome the persistent barriers that God

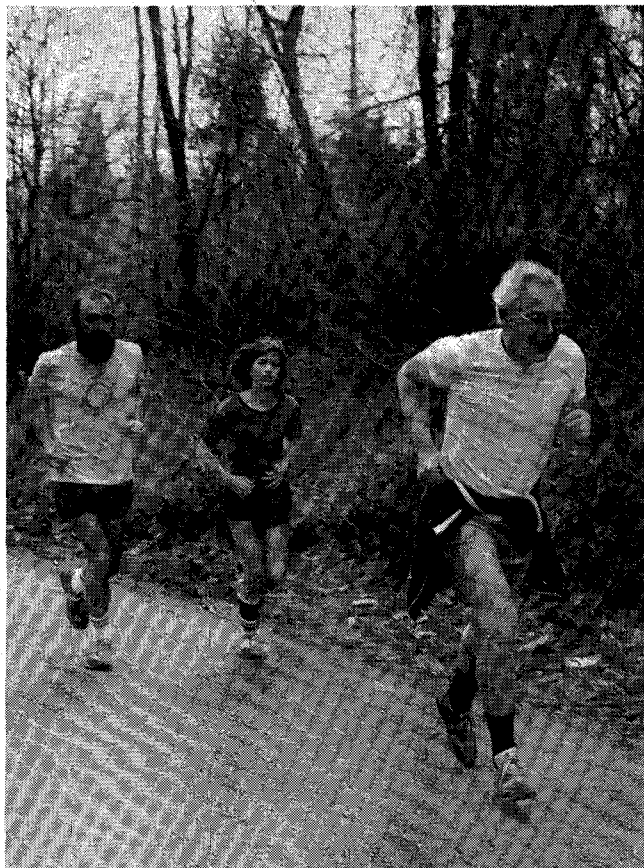
seems to have given us as obstacles to overcome. In the process, people have fun.

"Aside from personal development, recreation is also good for the corporation. Being known as a company with a varied recreation program helps in recruiting. Further, employee recreation is of great value to families and to the community. We hope that our recreation program helps bring family, community, and company closer together.

"New leaders are frequently discovered as the driving forces in company recreational pursuits. Altogether, Motorola's recreational activities are a natural, mutually enjoyable extension of wholesome, on-the-job relationships. Our program has long been one of the strong links in the communications chain among all of us. I feel confident this will continue with ever greater vitality and enthusiasm, in the years ahead."

From *Top Management Speaks*

Check the publications order form card at the back of this issue



Hitting the Fitness Trail

The G/C Runners Club

by John Tuman

Physical fitness is a growing concern among the employees of Gilbert & Associates, Inc., the Reading, Pa. branch of Gilbert/Commonwealth (G/C) engineering consultants. G/C's 2,500 Reading employees already enjoy a broad range of sports leagues through the GAI Employees Association. Many, however, want a concentrated fitness program. GAI administrator Jean Stork applauds employees' fitness interests, but has neither the funds nor the facilities for specialized fitness activities. Employees responded to the challenge last year with a highly organized, virtually cost-free Runners Club. Its president, a 44-year-old engineer, describes how the Club helps employees design their own individualized fitness programs.

Protect your investment

Most of us spend the largest part of our waking hours in a sitting position. We sit to eat our meals; we sit to drive to work; we spend most of our working hours sitting at a desk; and finally we end the day sitting in front of the TV set. Only rarely is this routine disrupted by any meaningful physical activity. Is it any wonder that most professional men and women are in pretty poor physical condition? The real irony of all of this — and this is especially true here at Gilbert/Commonwealth — is that most of us have invested a considerable amount of time and money to develop our brain power. Yet there are very few of us who are making any serious attempt to protect this investment. By maintaining

healthy, functioning bodies we can promote the strength and vitality that protect our investment (our brains) and thus be able to apply our mental powers to their fullest potential. Of course, like anything else, this protection of our investment will not just happen. We must take specific measures to make it happen.

Why a running club?

The simplest, easiest, and least expensive way to obtain and maintain good physical condition is through a systematic program of walking, jogging, or running. From all the research available to date, it is evident that jogging (or running) is the single best way to exercise and strengthen the total cardiovascular system. It is also the best way to trim your figure, build your endurance and make yourself look younger. But there is a catch: you must adopt a regular program and you must work at it consistently. In other words, you must make a regular investment of your time. Unfortunately, this is where most of us fall short. We have good intentions, but we just never seem to be able to find the time to devote to a regular program of exercise. This is really the essence of why the G/C Runners Club was formed.

Probably the most consistent feature of our daily lives is our work schedule. If we can establish a walking, jogging or running program keyed to our work hours, then we are fairly sure to have consistency in our plan. Also, in working out with our fellow employees, we can get the needed encouragement to help us when we get dis-

couraged, lazy or disinterested. The G/C Runners Club provides the key ingredients for a successful fitness program:

- (1) A place to run, jog or walk
- (2) A suggested program for a wide range of interests and abilities
- (3) Awards as an incentive to achieve realistic goals
- (4) Encouragement from those of us who have learned the importance and the satisfaction of jogging and running.

The Runners Handbook

The G/C Runners Club compiled a 42-page handbook, designed primarily for those who have not had any exposure to the why and how of a regular walking, jogging or running program. It includes complete information about our program, as well as reprinted articles of special interest to beginning runners. The *Handbook's* primary objective is to peak potential runners' interest and get them started. Once initiates make the commitment, we hope that they will do some serious reading from the tremendous wealth of literature that is now available on the subject.

We hope that new runners will use the *Handbook* as a starting point in designing their own personal programs. We have developed a series of suggested training guides which should serve a wide range of interests, from the occasional walker to the serious runner. We ask each new G/C runner to review the guides and select a program suited to his or her needs and temperament. We caution all beginners to be realistic in their

goals. A running/jogging program demands commitment to a slow, consistent process of improving the heart, lungs and muscular capacity. It is foolish, and even dangerous, to force oneself to accomplish a jogging or running goal before one is ready for it. In fact, if a new runner is over 30 years of age or has any history of heart problems, it is absolutely vital that he or she obtains a doctor's "ok" before embarking on any type of running program. Our advice to new members is to have a checkup and then start out slowly. If necessary, a participant can start with a modest walking program and then work up to a jogging schedule.

Once a member has had a checkup and selected a program, two considerations are stressed:

- (1) Be consistent in your program
- (2) Keep track of your progress

To help accomplish both these points, the Club provides training guides or schedules and a simple log sheet to use in keeping progress records. The log sheet is also used by the Club in its goals and awards program.

Training guides

The G/C Runners Club provides training guides for walking, jogging and running. These guides provide for three plateau levels in each category. An additional guide is devoted to the serious long distance runner. Each new member is invited to select a realistic personal goal from one of the ten categories outlined in the guides. After selecting his or her appropriate goal, the member advises the club of his or her intentions by completing a goal commitment sheet and returning it to

G/C TRAINING GUIDES

Category	Level	Time	Dist	Avg. MPH	Avg. Per Mile
Walking	Slow I	30 min	1-1/2 miles	3	20 min
	Moderate II	1 hr	4 miles	4	15 min
	Fast III	1 hr	4-1/2 miles	4.5	13 min 20 sec
Jogging	Slow I	30 min	2-1/2 miles	5	12 min
	Moderate II	30 min	3 miles	6	10 min
	Fast III	30 min	3-1/2 miles	7	8 min 34 sec
Running	Slow I	22 min 30 sec	3 miles	8	7 min 30 sec
	Moderate II	30 min	4-1/2 miles	9	6 min 40 sec
	Fast III	30 min	5 miles	10	6 min
Long Dist Runing		75 min	10 miles	8	7 min 30 sec

continued on following page



Runners Club members keep personal progress records (sample at right) to chart their fitness improvement and qualify for achievement awards.

a G/C Runners Club officer.

Members are encouraged to select personal goals and establish individual schedules for accomplishing them. Personal running schedules should be realistic and within each runner's capabilities. Schedules should not be too rigid because the program ought to be fun as well as beneficial. The Club does encourage everyone to make a commitment to a goal and measure his or her progress because this will help ensure a successful overall program.

Regardless of the goals selected, we counsel new members to work up to them slowly by progressing through lower levels of difficulty. A beginner should not push too fast or a setback may occur. The schedules contained in our handbook are only *suggested* guides. Each participant is encouraged to adapt them to his or her own particular needs.

Upon starting a running program, new members are encouraged to utilize the personal progress record included in our *Runners Handbook*. To qualify for the awards program, members are requested to present their progress records for review prior to any qualification meet. The Club wants to ensure that members

work consistently to develop their abilities to the levels or goals they set for themselves.

Walking/jogging/running trails

In order to keep track of progress for goal attainment, courses and trails of varying degrees of difficulty have been measured and recorded on maps, included in our *Handbook*. The immediate vicinity of our office complex parking areas has been measured for the beginner's "A" walking and jogging courses. By following this layout, various distances of one-half mile or longer can be derived while staying on the paved areas around the office. This beginning course is not recommended for running due to the parking lot stairways on the course. The beginners "B" course can be used for walking, jogging and running.

More difficult trails have been laid out near the office complex for the more advanced walker, jogger or runner. Members can learn about even more combinations and variations on established trails by talking with a Runners Club officer. Most trails are on farm roads, tractor paths, snowmobile and horse trails, or along boundary lines such as stone fences, roads and tree lines. These are true cross-country courses and must be treated as such.

Although permission has been granted for use of private property for our programs, due respect must be given the families leasing and living on land our runners cross. We repeatedly caution our members not to litter or otherwise disturb the areas through which they run.

Goals and awards program

In order to provide some modest incentives for individual training programs, the G/C Runners Club sponsors an awards program. It does not seek to promote competition. The primary purpose of the awards is to encourage members to engage in a regular routine of walking, jogging and/or running so that they reach recognizable levels of improvement. The general ground rules for the program are as follows:

1. Every club member is requested to choose a fitness goal. Everyone is encouraged to select a goal even though he or she may not be interested in participating in the awards program.
2. A suggested training schedule for these goals is provided in our *Runners Handbook*. Members may want to go slower or faster, depending on their own capabilities or interests.
3. At periodic intervals the club holds "fun meets" to allow participants the opportunity to demonstrate that they have reached their goals. To ensure that no one is pushing beyond his or her capability, everyone is required to furnish a log sheet showing that he or she has worked up to a desired goal. Obviously, this

PERSONAL PROGRESS RECORD

Name: _____ Date Started: _____ Present Weight: _____

Avg Distance can Run/Jog is: _____ Avg. Time Can Run/Jog Continuous is: _____

Program: _____ Level: _____ Goal: _____

Record distance covered or time spent in running/jogging

Week No.	Mon	Tue	Wed	Thur	Fri	Sat	Sun	Total for Week
1								
2								
3								
4								
5								
6								

Progress Check: (1) Present Weight: _____ (2) Avg. Dist. Can Run is: _____
 (3) Avg. Time Can Run Continuous: _____ (4) Goal for Next 6 Wks: _____

7

8

9

10

11

12

Progress Check: (1) Weight: _____ (2) Avg. Dist. I can Run: _____
 (3) Avg. Time Can Run Continuous: _____ (4) Goals for Next 6 Wks: _____

13

14

15

16

17

18

Progress Check: (1) Weight: _____ (2) Avg. Dist. I Can Run: _____
 (3) Avg. Time I Can Run Continuous: _____ (4) Future Goals: _____

continued on following page

Runners Club continued

program relies heavily on the honor system. It is expected that all participants will choose goals that are well above their present capabilities, yet which are realistic and suited to their individual interests and needs.

4. Awards will be presented to all those who show some definite level of improvement and can accomplish one or more of the club's suggested goals. A member may still qualify for an award even if he or she does not accomplish his or her original goal. All awards are presented at the Club's annual awards dinner.

Individual responsibility

A group like the G/C Runners Club can provide the plans, the organization, the resources, and even the encouragement it takes to get employees started on a regular program of walking, jogging and running. However, the actual work must be done by the individual employees. This requires their making a commitment and having the determination to fulfill it. The rewards in improved physical well-being are great. In fact, they are so great that once a runner reaches a fitness plateau (usually, being able to jog continuously for about 30 minutes), he or she will never want to leave the running program.



Author John Tuman (left) and fellow engineer Dave Verrill wait with a sleepy young friend for a morning run. Tuman and Verrill founded the G/C Runners Club.

The G/C Runners Club, now in its second year, has decided to reenforce members' commitment by charging nominal fees. A \$2.50 annual family membership assessment has separated the curious on-lookers from the serious runners. Now, about 50 employees, plus their families, engage in regular Runners Club workouts and special events. We know that number will grow.

FITNESS GOALS

Program

Walking I
Walking II
Walking III

Jogging I
Jogging II
Jogging III

Running I
Running II
Running III

Serious Runner
Long Distance Runner
Marathon Runner

1-1/2 miles in 30 min.
4 miles in 1 hr.
4-1/2 miles in 1 hr.

2-1/2 miles in 1/2 hr.
3 miles in 1/2 hr.
3-1/2 miles in 1/2 hr.

3 miles in 23 min.
4-1/2 miles in 1/2 hr.
5 miles in 1/2 hr.

10 miles in 75 min.
20 miles in 160 min.
Complete a marathon

Award

Club "T" Shirt
Club Patch & "T" Shirt
Club Patch & "T" Shirt

Trophy C & "T" Shirt
Trophy B & "T" Shirt
Trophy A & "T" Shirt

Trophy 4 & "T" Shirt
Trophy 3 & "T" Shirt
Trophy 2 & "T" Shirt

Trophy 1 & "T" Shirt
Special Award
Special Award

rm

professional services directory

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CIRCLE READER SERVICE CARD NO. 5



SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT —

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center —

Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

Know us by the companies we keep



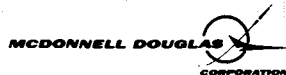
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The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,800 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

**National Industrial
Recreation Association**



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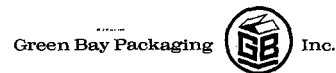
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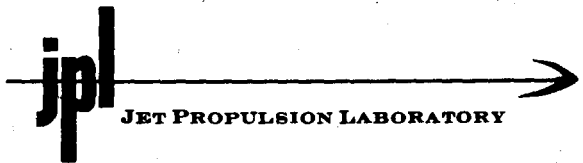
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by
Melvin C. Byers, CIRA
NIRA Consultant

Q I have been notified that I will be taking over the recreation program when our present activities supervisor retires later this year. I have been involved in several clubs and sports leagues over the years, and I have been Chairman of the Employee Activities Board. Being responsible for the whole program, however, will be a more complex job.

Based on informal conversations in the plant and the comments of some of our younger participants, it appears to me that many employees feel the activities program is stodgy or old fashioned. It seems to be suffering from the SOS ("same old stuff") syndrome. I want to start out my new job on the right foot, without appearing to change everything our present activities man has done. Our personnel director and I will be talking soon about future plans for employee activities. Can you suggest some general areas I could discuss with him, especially new trends in recreation which might help modernize our program without costing a great deal?

A Employee recreation and services have changed over the past few years in several ways, each one of which could be a study in itself. I'll touch briefly on each here and hope you pursue them all in more depth with your personnel director.

CHANGING TIMES FOR RECREATION

Employee recreation and services are undergoing some serious changes. Even if we are not fully aware of the transformation, we know that some of the programs and activities that were popular in former years no longer receive mass acceptance and support. Some activities of long standing must change their form or content to remain contemporary.

CAUSE AND EFFECT

Company activities face competition for employees' interest that did not exist a generation ago.

Opportunities for excitement and cultural exploration come from many relatively new sources. Travel is easier and within the reach of ordinary citizens. Mass communications and our affluent environment have made people aware of new options for entertainment. The employee recreation director must hustle to find appealing activities. He or she can take advantage of the new competitive recreation atmosphere, however, by including popular new activities at a lower cost and with greater convenience than the general market can offer.

FAMILY PROGRAMMING

There is a definite programming trend away from the individual with his or her personal recreation wants and toward the family and activities that involve the employee's spouse and children. Family activities are especially important to those whose spouses also hold jobs outside the home. For them, company activities for employees only may cut too deeply into the precious little time they have with their families. At the same time, there appears to be a trend away from mass programming in any one activity, especially if it stretches over a long period of time. (Of course, the mass appeal of single events such as a company picnic or Christmas party remains high.) Busy employees prefer to pick and choose activities at will without the inconvenience of year-long schedules, repetitive practices and commitments that extend over a season or longer.

NO MORE "GIVE-AWAY" PROGRAMS

Modern recreation activities need not place a tremendous financial burden on management. The days of completely free, paternalistic programs are gone. Employees are becoming quite sophisticated in their recreation requirements. They definitely do not want the "give-away" welfare activities so common to early industrial programs. Most are actually more interested in activities they support with their own money and volunteer leadership. Modern employee participants are more interested in quality programs. They are willing to pay a portion of the cost to make them available (still at a savings over outside recreation sources). Naturally, employees who support and lead their own activities expect to have a voice in their selection and development. Welcome their involvement. It will allow you to reach more employees with a larger program than you could administer alone.

continued on page 20

Diet to Save Your Heart

A personal statement on nutrition

by **Frank Flick**
President, Flick-Reedy Corporation

A radical nutrition plan has given me a new, more vigorous life and helped reduce the hazards of heart disease which has plagued me for thirty years. The plan may not sell widely; but if just a few people follow it, and it helps them, the effort will have been worth while.

The program I recommend is one of the easiest health plans available. After one has changed some habits — and I grant this may not be easy — the rewards he or she derives from the plan will be tremendous.

I am talking about the Pritikin low fat diet, as taught at the Longevity Research Institute in Santa Barbara, California. Last year, I spent a month at the Institute and, through a specialized diet and exercise program, cut my cholesterol level dramatically and improved my general fitness almost miraculously. The plan I followed is admittedly radical, but it shows results for virtually every person who follows it. What is more, it can be incorporated into a person's way of life so that the curative benefits of the thirty-day program I experienced can provide heart-saving

benefits throughout a person's lifetime, even if he or she has developed serious cardiovascular disease.

Let me backtrack briefly. As most of us have learned by now, three elements are absolutely necessary for good health: proper nutrition, muscular fitness and cardiorespiratory fitness. We all understand how important aerobic or respiratory fitness is. Vigorous exercise to work the heart and lungs has become the foundation of modern fitness programs. Exercise alone is not enough to protect a person from heart attack, however. A person's circulatory system must be free of atherosclerosis which is associated with heart attacks. The Pritikin regimen cleans the circulatory system and actually reverses the damages caused by poor diet.

The treatment I underwent at the Longevity Research Institute has been in practice since January 1976. In virtually all cases, it not only lowers cholesterol counts to unheard-of levels, far below those recommended by the American Heart Association, but it also re-

verses apparently unrelated diseases such as diabetes, hypoglycemia and arthritis. Many people who came to the Institute when I did, taking high doses of insulin and many other medications, were off them entirely — or taking greatly reduced amounts — when they left.

In my case, my cholesterol count had never been below 225. I left the Institute with a 132 count. My wife went into the program with a 225-235 count and took all honors when she left four weeks later at 124. Here is how we did it.

On a typical day at the Institute, we were encouraged to walk before breakfast. We then sat down to the first of many small meals of the day. Breakfast was usually a bowl of natural cereal with banana for natural sweetening. About an hour and a half after breakfast, we had a piece of fruit, which we usually took

continued on following page

along on a walk. At 10:30 a.m., we would have a salad course, with a mock sour cream or vinegar dressing. Thirty minutes later, we had a bowl of meatless soup. At our 2:00 p.m. meal, we had either a baked potato or an ear of corn. We enjoyed another bowl of soup at 4:00 p.m. and a full course dinner of salad, a meatless entree and two vegetables at 6:00 p.m. During this daily routine, we walked many miles for exercise.

This "regression diet" showed dramatic cleansing results. Obviously, such a routine is impractical for almost everyone to maintain in daily life. Its good effects are continued with a lifetime maintenance diet of low-fat foods. No specific daily menus are provided, but you must adhere to Pritikin's general guidelines.

These guidelines can mean a diet that looks bland and uninteresting. You must learn to cook with herbs and natural seasonings. Once you learn the art, you develop a taste for wholesome, natural flavors. The basic guidelines of Pritikin's diet are these:

- Virtually no fats and oils. No butter, lard, margarine, etc.

- For protein, eat skinless chicken; fresh, frozen or water-packed fish; and very little beef — all of it as lean as possible. Additional protein can come from beans and peas.

- Almost all naturally prepared fruits and vegetables are fine. Steer clear of foods prepared with sugar, salt or preservatives.

- Grains of all sorts, in cereals, breads, pasta and so forth are included in Pritikin's diet, so long as they are not prepared with shortening, sugar or whole milk:

- Some dairy products without fat are included. Among them are skim milk and farmer's cheese. Milk products with butter fat or sugar are not included.

- Coffee and most teas as well as sugared drinks and desserts are out. Pritikin does allow alcohol in his maintenance diet — but limits intake to one ounce per day.

The most encouraging aspect of the Pritikin diet is the increased vigor which a clean cardiovascular sys-



Frank Flick, President of Flick-Reedy Corp., was a host of the Region III Conference.

tem gives you. This diet has saved many victims from risky and serious surgery by correcting the clogged arteries which can lead to sudden death. When teamed with an exercise program which promotes muscular and aerobic fitness, it can save lives — naturally. **RM**

Ideas Clinic continued

WHO PAYS? ... AND HOW MUCH?

The old formula *per capita* recreation budgeting does not apply to the new concepts in programming. Activities budgets must take into account employee support in the form of fees, dues or other assessments. Budgets for successful employee programs have been developed with a \$2.00 to \$3.00 employee investment for every company dollar that has been allocated.

OBJECTIVES AND RESULTS

Management must know why it has a recreation program. You must work with your company policy makers to develop realistic objectives for the recreation program. You may have to help make management aware of the benefits that are attainable through employee activities. Your upcoming change in program administration is an ideal time to renew management interest in your area.

MORE THAN "RECREATION"

There is a swing away from the term "recreation" and toward much broader names, such as "employee services" for our field. This simply reflects the great variety of activities which can — and should — arise from your efforts. All activities, however, should help further goals of employee involvement, high morale and, ultimately, improved productivity for your employer.

COOPERATIVE ENTERPRISES

We are seeing evidence of long-range planning in leading business and industrial enterprises. Total personnel programs will be a part of this planning. It is interesting to note that employee recreation, for the most part, has remained a non-negotiated management-operated benefit. The productive employee-management relationship it fosters is unique in the business setting. You can strengthen this relationship through future programs if you start building a flexible, contemporary program now. Contact NIRA again for more specific help after you have defined your goals. **RM**

Running for the health of it



PROGRAMMING IDEA

Pratt & Whitney racers to run five miles for charity

Pratt & Whitney Aircraft employees were part of the mob scene above last August when they entered a five-mile run for charity. The event was a big success in 1977 and will be repeated this year.

"Run, Walk or Jog for the Health of It" was the theme of the first race. It was co-sponsored by the Pratt & Whitney Aircraft Club, Inc. and a local savings and loan association. Registration fees were donated to a school for troubled teenage girls.

One hundred thirty-three men, women and children participated in the race. Runners of each sex were divided into three age categories so that entrants competed with others of similar abilities.

"The race was planned for the average person to have a good time running," said Von Conterno, Aircraft Club Manager last year. "It was not a sanctioned Amateur Athletic Union (AAU) race, so professional runners did not compete."

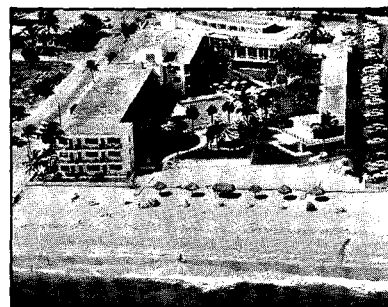
The race turned into a family affair in 1977, and Conterno expects an even larger turnout of Aircrafters and their families this year. The 1977 winner among runners under 12 years of age was the eight-year-old son of a Pratt & Whitney employee. The leading woman racer, too, was an Aircrafter's child.

Each runner, regardless of his or her showing, received a commemorative tee-shirt. The first three runners in both divisions took home ribbons as well. For details on the race for charity contact Von E. Conterno, Manager, Pratt & Whitney Aircraft Club, 100 Clement Road, East Hartford, CT 06118.

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CIRCLE READER SERVICE CARD NO. 6

College Comes to the Employees

by Judy Basham
photos by Jerry Hemsley

What do you do from midnight to four in the morning? At Western Electric in Columbus, Ohio, employees attend college classes. Yes, in the wee hours of the morning when most people are sleeping, an instructor from Franklin University lectures on "principles of management" to a class of employees who have just completed eight hours on the job. Why would anyone want to go to college at midnight?

"Convenience," says one student, "I work second shift and I'm wide awake at this time of the night. Why not?"

The employees club at our Western Electric Columbus works, known as the CRES Club (Civic, Recreational, Educational and Social), initiated the college program last January. The evening school committee first contacted Franklin University, a local business and technical college, the previous June. The CRES Club prepared a proposal and, after it was accepted by our management, the in-house college program was on its way.

Franklin University suggested that we offer basic business core courses along with a few technical courses that could be applied toward a business degree or a technical degree in engineering. The college agreed to hold registration, sell books and offer an orientation at our location.

When the time came for scheduling classes and re-

serving conference rooms, the standard evening classes for day shift employees presented no problem. We did run into problems with class schedules for evening workers, however. During afternoon hours, before second shift employees begin work, most conference rooms are in use. After discussing all possible scheduling alternatives, we concluded that the only available classroom time for evening employees was *after* their working hours, beginning at midnight. At first the idea seemed too far-fetched. College administrators assured us, though, that if we could fill a class (12 students minimum), they would arrange for a teacher, day or night. With that assurance, we decided to offer midnight classes and see what response we would get.

We took advantage of every opportunity to publicize our college program. Since the company's tuition refund plan would cover all expenses except books and registration fees, we believed that if the employees only knew about the program they would take advantage of it. First, we printed desk-to-desk flyers announcing our new in-house college program. Next, we had posters printed and placed in strategic locations in the cafeterias, snack areas and throughout the plant. We left recorded messages on the employee "News-line" and the CRES Club "COTA Phone". We prepared a special video tape on the educational program which was

shown via closed circuit T.V. in the cafeterias at lunch time. Also in the cafeterias, we set up a display, staffed by a guidance counselor from Franklin University who answered questions and handed out college catalogs. We set up the same display during a company sponsored "Family Day." Finally, we encouraged our 100 CRES Club representatives to "talk it up".

By the time we distributed pre-registration forms, most employees were aware of the college program. We asked people to sign up for one of the classes being offered or to suggest classes to be offered in the future. The response was greater than we had expected. More than 200 preregistration forms were turned in with 130 students actually signing up for the winter session. We formed nine evening classes and one midnight class.

Our second, summer session drew a somewhat smaller turn-out, with an enrollment of 99 students. We presently have five evening classes and two midnight classes. Along with our college program, we offer two classes of General Education Development (GED) for high school equivalency and a special interest class in boating safety taught by the U.S. Coast Guard.

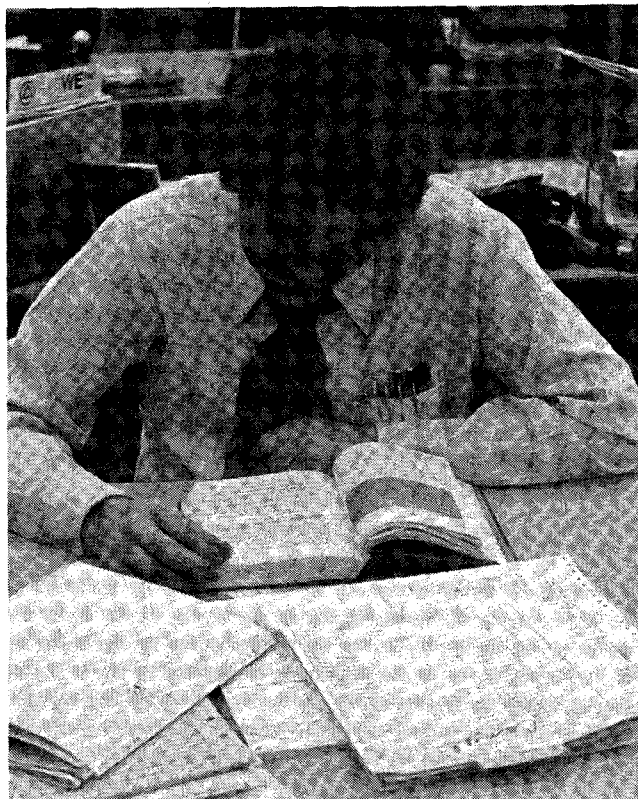
To those who are interested in starting a similar program, we recommend that your club first obtain the necessary approval from management. It is important, next, to canvass the employees and determine if there is sufficient interest. Finally, planners must contact a college to see if instructors would be willing to hold classes at your location. Once this is accomplished, a program could be designed to fit an organization's specific educational goals.

With the cooperation of our management, Franklin University and our fellow employees, we have developed an evening school program of which we are proud. We try to keep abreast of the increasing demand for higher education and provide our employees with a well rounded in-house adult education program.

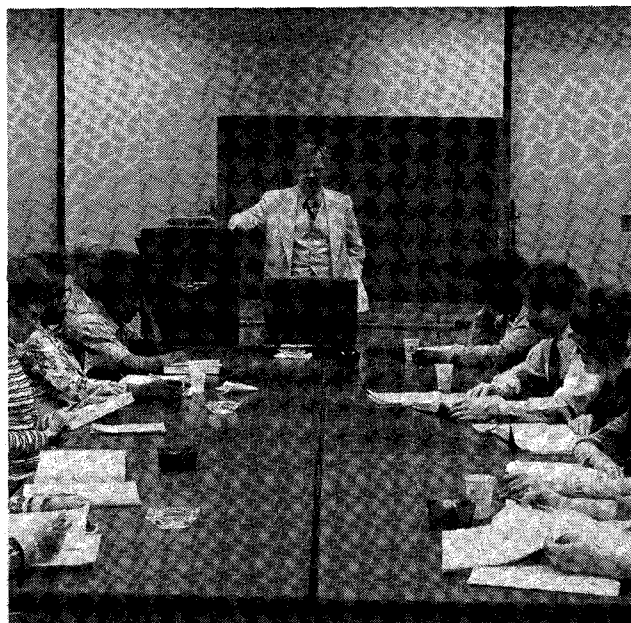
Judy Basham is Chairperson of the CRES Club Evening School at Western Electric in Columbus.



RM, July, 1978



Production control employee Dave Mumma is typical of Western Electric employees who catch up on class work during their lunch breaks.



Mike Neal, "principles of management" instructor, lectures an employee class.

RM

Commuter Services

Fluor Corp. takes the pain out of commuting
and a little pollution out of the L.A. air

by Dan Archibald, CIRA

"On my way to work this morning" . . . can be the start of many one-liners for the more than 600 Fluor Corporation employees who participate in the Commuter Services program at the firm's Irvine, California complex. While others work their way through the congested Los Angeles freeway system during peak traffic hours, Fluor's commuter van riders sit back in the luxury of their fully air conditioned and soundproofed, 10-passenger vans, lavishly equipped with reclining airline-style seats, AM/FM stereo radio, and cassette tape decks. Riders on the company's commuter buses relax in a similar fashion, catching up on those few extra winks of sleep, reading the morning newspaper, or planning their daily work schedules. Others join carpools, while still others may choose the Orange County Transit District's bus service to Fluor's front door.

VANS

In November 1976, Fluor joined the reported list of more than 100 firms across the country who have implemented similar programs.

From the very beginning, Fluor's approach was aimed at helping reduce freeway congestion, air pollution, and energy waste, while providing an economical commuting system for its employees.

The program presently utilizes 36 vans. Although employee costs vary according to mileage zone, monthly costs range from \$28 to \$39. The employee's share is two-thirds of the total cost, with the balance paid by Fluor. A payroll deduction system makes payment smooth and easy for the employee. Fluor provides gas from onsite pumps while the van leasing company provides onsite maintenance and washing once a week.

BUSES

Eleven buses, covering routes of 50 to 100 round-trip miles, serve over twenty cities in the Los Angeles basin. Employees pay \$40 per month for the contracted bus service, while Fluor pays \$25. Employee interest determines route and pick-up point selections, with 35 employees needed to start a new route.

In another form of bus service,

Fluor's Commuter Services office works cooperatively with the Orange County Transit District to determine routes which will best serve Fluor employees and others working in the Irvine industrial area. Present services provide two fixed-schedule routes and three "park 'n ride" routes, all providing front-door service to Fluor's facility.

CARPOOLING

An in-house computer program categorizes individuals by geographic location, with the location of each employee's home indicated by an alpha-numeric code corresponding to a street map grid. Grid maps are displayed in the company's do-it-yourself Commuter Services Center. Although records have not been kept to measure the extent of carpooling, it is believed to be significant.

IMPACT

Fluor's Commuter Services program eliminates more than 600 cars daily from the greater Los Angeles and Orange County freeway system. The impact of such programs becomes even more significant if one

considers the fact that the vans register nearly 70,000 miles of commuting per month. Six hundred cars would represent 42,000,000 vehicular miles per month or 504,000,000 per year.

Fluor's commitment to commuter services has been total, ranging from a financial subsidy, to designated parking, to staggered work shifts, to the lending of the company's name for radio and newspaper promotions. The commitment is to continue to provide commuter vans and buses as long as the demand exists.

Dan Archibald, CIRA, Director of Employee Services for Fluor Corporation, Irvine, California, administers the Commuter Services function in addition to the company's employee recreation program.



Eleven buses and 36 vans highlight the Commuter Services program at the Fluor Corporation's Irvine, California complex. More than 600 employees are involved. **rm**

MODTEKTM CUSTOM MODULE

Design Patent Pending

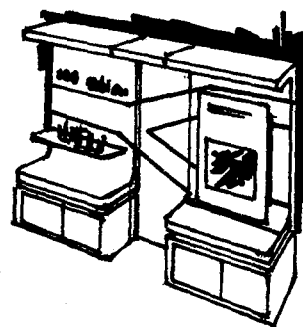
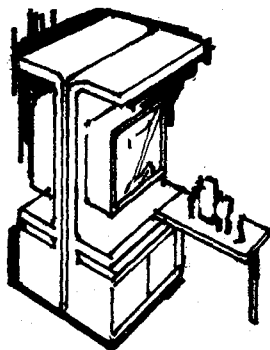
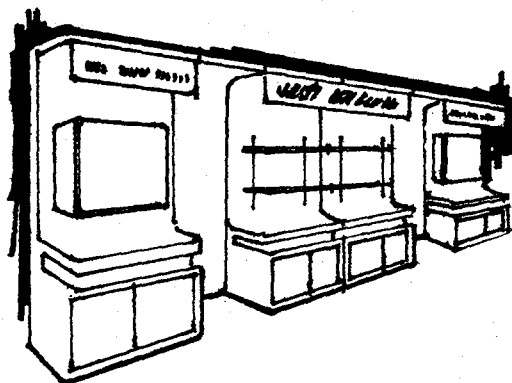
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CIRCLE READER SERVICE CARD NO. 7

Components and Staffing of an Employee Fitness Program

**If you can begin on more than a shoestring,
invest in an expert staff and top-notch equipment**

by Kenneth E. White, CIRA

EVERY healthy individual has an amazing capacity to develop and maintain a high level of fitness.

But what is fitness? Total fitness — or, simply, the capacity for living — calls for the cultivation of physical, mental, emotional, social and spiritual qualities that best serve an individual's potential as a human being.

For many years, the "Mr. America" physique was the erroneous symbol of superb physical fitness. A more accurate indication of true fitness would be a person's ability to survive extraordinary biological demands. In fact, total physical fitness and a capacity for living life as fully as possible depend on several factors:

- A. Inheritance of internal organs that are structurally and functionally sound
- B. Healthy functioning of the organs and skeletal structure of the body
- C. Good hygienic habits and the absence of such

damaging practices as smoking, excessive drinking, improper diet and poor rest patterns

- D. Successful adaptation to internal, social and environmental stress

The traditional medical approach to health maintenance is to treat disease once it arises. However, in the past decade, increasing numbers of physicians have taken a preventive approach to disease. They have advised their patients about the importance of physical activity, a balanced diet, the absence of bad hygienic habits and adaptation to stress. These recommendations have been ignored by most people, including, no doubt, many employees of your organization.

How can you, the employee recreation manager, utilize the resources available to you, to assist your organization's employees to greater fitness? In the following discussion, we will examine fourteen considerations in the development of an employee physical fitness pro-

gram. If you are serious about developing a program for your organization, take the time and effort at the outset to understand what you can accomplish and how to reach your goals.

1 — Sell Yourself

To sell management on a new employee program, you must first sell yourself. In the case of physical fitness, this means immersing yourself in current literature on the subject. Consult medical resource people and personnel professionals. Learn all you can about physical fitness and its effects on productivity. Use your expertise to build management's confidence in you and in the positive results which a fitness program can have on your organization's employees.

2 — Investigate off-site programs

See what your potential competition — and source of assistance — is doing. Check with your local YM/YWCA's. Visit adult education programs in fitness. Look into fitness programs offered through the city, area schools and private gymnasiums and health spas. Your investigation will help you learn about different approaches to fitness and discover what other resources are available to your employees and you, if you find you must share facilities.

3 — Understand motor fitness

There are six areas of motor fitness. Your program should touch upon all of them, but must concentrate on them in the order of their overall fitness priority.

- A. *Circulatory and respiratory* — Conditioning the heart and lungs is the key to all-around fitness and the ability to perform under ordinary circumstances and in stressful situations.
- B. *Flexibility* — Good flexibility protects employees from injury, while cardiorespiratory fitness protects them against diseases of the circulatory system.
- C. *Muscular endurance* — Your third priority is the development of muscles that will perform well under prolonged demands.
- D. *Muscular strength* — "Mr. America" regardless, overall strength takes fourth priority, behind the more important considerations above.
- E. *Balance* — This quality can be developed through exercise and sports.

- F. *Coordination and agility* — These qualities are important in competitive sports, but are less important to general fitness.

4 — Recognize hereditary factors

Fitness is a matter of individual potential. A sound conditioning program cannot and should not make every participant look the same. Recognize three basic body builds. Most people have characteristics of more than one type:

- A. *Ectomorph* — This build is lean and slight. People of this type may tend to be tense and nervous.
- B. *Mesomorph* — This is the "athletic" build. People of this sort have a powerful musculature.
- C. *Endomorph* — This build tends to be rounder and more plump than the other two.

5 — Training programs

Your fitness director and staff must be skilled in developing training programs. With the help of medical experts, they must set objectives for your participants. The training sessions they develop must begin with a warm-up. Workouts must be designed to stimulate participants' heart rates to specified levels and maintain them for a designated length of time. Each routine must be followed by a cool-down period, for maximum safety. Exercise must be rhythmic and progressive to build increasing levels of fitness. At Rockwell, we end each exercise session with a short game period.

6 — Medical input

It is wise to develop and administer your employee fitness program with the assistance of a medical advisory board drawn from your company medical department or other professional sources. The board can assist the fitness staff in setting safe standards for all program participants. Its members can perform and/or review pre-enrollment physical examinations. It can train all fitness staff members in emergency procedures, including cardiopulmonary resuscitation (CPR).

It is the fitness director's responsibility to obtain a medical release form from each participant, indicating his/her physician's approval for participation in the fit-

continued on following page

ness program. The release should also include the participant's signed statement, acknowledging the risks inherent in the program and holding your organization and its agents harmless in the case of any injury. The fitness director should also conduct a personal interview with each employee enrolled in the program to discuss any medical problems, answer the employee's questions and help him / her set individual fitness goals.

7 — Appropriate tests

Before employees begin your fitness program, they should be tested for their beginning fitness levels. The tests should be repeated at regular intervals. Detailed records should be kept for all participants to help them monitor their increasing fitness and to assist the fitness staff in evaluating the program. Tests should include body weight, basal pulse rate, blood pressure, submaximal stress levels, flexibility measurements, muscular endurance tests and electrocardiograms.

8 — On-site facilities

The extent of fitness facilities attached to your work place will, of course, depend upon your organization's priorities and available funds. In any case, you will need both indoor and outdoor facilities. For indoor facilities, consider the conversion of vacant or underutilized buildings as well as the construction of a new facility. In addition to workout areas and exercise equipment rooms, you will need separate testing facilities as well as locker rooms, showers and attached service areas. For outdoor fitness sessions, consider the use of local parks and golf courses as well as available grassy areas surrounding your plant or office.

9 — Equipment

If you are going to invest in fitness equipment, investigate several basic types. You will need ergometers to measure muscle use. Standing bicycles and rowing machines are among the best exercise machines. You will also want to select a variety of weight machines, exercise benches, mats and other conventional equipment. Of course, you will need the basic equipment necessary to perform the tests noted above.

10 — Staffing

The success of your entire fitness program will hinge on the fitness director you select. The person must be dedicated to fitness and to the goals of your program. The director must have technical knowledge, especially in pathology, fitness training methods and testing. Unfortunately, very few college graduates in physical education are qualified for such a position. You may have

to hire an experienced fitness professional. Your director must have solid managerial skills and be able to oversee all aspects of the program, including medical input, financial administration, publicity, testing and staff personnel. The director must be a skilled leader, able to instill his / her enthusiasm for fitness in the employee-participants. The director must also be genuinely interested in each individual participant.

Your fitness staff, too, must be dedicated and technically skilled. Each leader must be able to transfer enthusiasm and concern for fitness to the program's participants.

Your staff should also include volunteer leaders from among the employee group. Participation should be open to all employees. Involvement of top management personnel with rank and file employees will strengthen the group.

It is essential to develop a nucleus of enthusiastic participants who will keep morale high in the program and act as your best promoters among the general employee population. The fitness director should select and train several employee leaders to head small groups of participants at different fitness levels. These leaders can also help organize and administer "spin-off" fitness activities noted below.

11 — Fees and budget

Obviously, arrangements for financial support of fitness programs will vary from one organization to another. Any program worth its salt, however, is worth the cost. If the program is company sponsored and participation is strongly encouraged, do not expect employees to contribute to its financial support.

12 — Publicity

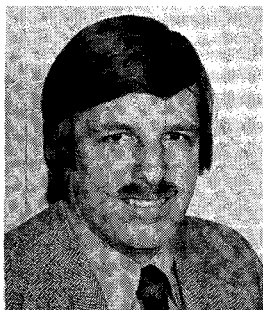
As with any other employee activity, publicity is essential to the success of your fitness program. Use whatever means are at your disposal to get out the word that fitness is important and the employee program is beneficial. Use existing employee publications or initiate your own fitness and recreation newsletter. Use brochures, posters, flyers, payroll stuffers, tee-shirts or any other means you can find to publicize the program. Gain new participants from physicians' and supervisors' referrals.

13 — "Spin-off" activities

You will be doing your organization a great service by encouraging fitness as a way of life among its employees. Use your employee leaders to develop activities

continued on page 30

tournament news



by **Stephen D. Waltz, CIRA**
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

Mail-O-Graphic Bowling Winners

Goodyear men and Texas Instruments women topped this year's Mail-O-Graphic Bowling results. Our thanks go to **Andy Zadany, CIRA** (Corning Glass) for his experienced hand as tournament coordinator. Andy reports the following top teams for 1978:

1978 MAIL-O-GRAPHIC BOWLING TOURNAMENT WINNERS

Men's Division

Company	Team	Captain	Scratch Score	Handicap	Total
1 — Goodyear Tire & Rubber	Markos	D. Shanks	3015	258	3273
2 — Babcock & Wilcox	Waifs	J. Lynn	2740	432	3172
3 — Gallo Winery	Gallo #1	H. Saabye	2912	246	3158
4 — Olin Corporation	Pirates	M. Johnson	2773	342	3115
5 — Gilbert & Associates	Lickety-Splits	C. Booser	2564	546	3110
6 — A. Coors Co.	Sleepers	J. Fry	2639	468	3107

Women's Division

Company	Team	Captain	Scratch Score	Handicap	Total
1 — Texas Instruments	Texins V	B. James	2639	270	2909
2 — Monsanto Research	Mound #2	S. Crain	2464	402	2866
3 — Corning Glass	Packaging	B. Hawkins	2230	612	2842
4 — Bankers Life & Casualty	Swingin 5	K. Smith	2159	609	2768
5 — Bethlehem Steel		R. Williams	2412	347	2759
6 — Bethlehem Steel		P. Kalina	2455	300	2755

Bridge Tournament winners

The top team entered in this year's NIRA Bridge Tournament won a three-night cruise to Nassau aboard the *S.S. Emerald Seas*. The winners were **Hugh Currie** and **Ron Smith** of Crown Life Insurance Company in Toronto, Ontario. The two also won a trophy. The second place team of **Harvey Turner** and **Dave Thomas** from Raytheon Company in Goleta, California also earned a trophy. The third place trophy went to **Joyce Mortimer** and **Vonnie Hoyle**, another pair of Canadians, from Dominion Foundries in Hamilton, Ontario. Our thanks to **Ed Hilbert, CIRA** of Battelle Memorial Institute for coordinating the contest.

1978 Fishing Tournament

Gene Miller, CIRA (Michigan Bell Telephone Co.), 1978 Fishing Tournament coordinator, has predicted a bigger list of entries for this year than last year's record turnout. The American Fishing Tackle Manufacturers Association (AFTMA) has lent its support to the contest again this year in the form of prize donations from its members. Gene reminds all recreation directors to help their organizations' employees take advantage of the opportunity to win some special prizes by entering the tournament today.

continued on following page

Golf Tournaments

The **Postal Golf Tournament** is already under way. Tournament coordinator **Glenn Westover** (Babcock & Wilcox) has sent entry information to NIRA organizations. Unlike last year's event, which covered only nine holes, the 1978 tournament involves a full 18-hole round of golf. Entry arrangements are simple. Each recreation director submits an organization entry fee of \$10, plus \$1 for each participant, then submits score cards for rounds played. *Golf Digest Magazine* has made a generous list of fine prizes available.

Regional On-site Golf Tournaments have been scheduled by coordinators in various locations. Our 1978 sites are these:

Regions I, II and VIII — August 12-13, 1978

Indian Wells Golf and Country Club
Toronto, Ontario

Coordinator: **George Grigor, CIRA** (Kodak Canada)

Regions III and V — August 26-27, 1978

Purdue University North Course
West Lafayette, Indiana

Coordinator: **Susan Siwicki, CIRA** (Bankers Life & Casualty Co.)

Regions VI and VII — October 28-29, 1978

Rancho-Canada Golf Course
Carmel, California

Coordinator: **Bill Bruce** (Motorola, Inc.)

Region IV — August 19-20, 1978

Monsanto Golf Club
Pensacola, Florida

Coordinator: **Jack Lowery** (Monsanto Co.)

New Trapshooting Tournament

The Tournaments and Services Committee expects the new national on-site trapshooting tournament to be one of NIRA's most successful contests. Details of the NIRA/Winchester Western National Trapshooting Contest are currently being finalized. Regional shoots will be held at more than 20 Winchester Western facilities in NIRA's seven continental United States regions. International members are invited to participate in the U.S. regions closest to them. Winners of the regional shoots will be invited to the national shoot-off September 24 at Olin Corp.'s East Alton, Illinois works. Winchester Western, a division of Olin, will provide free room and board for the finalists. Prizes totaling over \$30,000 in value will be awarded. Watch for further announcements.

For details on any
NIRA Tournament or contest
call the event coordinator
or contact
Mike Brown, CIRA
Director of Membership

Components and Staffing continued

that supplement the conditioning benefits of the fitness program. Your list of "spin-offs" should include bicycling, swimming, jogging, track and field events, hiking and backpacking, rowing, mountaineering and cross-country skiing.

14 — Reference materials

The fitness program should provide information resources for interested employees. Resources on fitness, nutrition, stress-relief and so forth are readily available. I recommend the following few as a beginning:

Adult Fitness Principles and Practices

Fred W. Kasch and John L. Boyer
National Press Books, 1968
286 Hamilton Avenue
Palo Alto, CA 94301

Physical Fitness and Dynamic Health

Thomas Kirk Cureton
Charles C. Thomas, 1965
Springfield, IL

Physical Fitness Research Digest

President's Council on Physical Fitness and Sports
Washington, D.C. 20202

President's Council on Physical Fitness and Sports Newsletter

Washington, D.C. 20201

Ken White, CIRA is Manager, Employee Services for the Los Angeles Division of Rockwell International. He holds a B.A. in Physical Education from San Diego State University and has been involved in physical fitness training, both personally and professionally, for twenty-five years.

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To order your copy of *Who's Who* . . . , write to Patrick Stinson at the NIRA office, 20 N. Wacker Drive, Suite 2020, Chicago, Ill. 60606 — Phone (312) 346-7575.

nira calendar

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton — (213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons — (214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid — (713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau — (313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles — (212) 551-3201.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

Region II will hold its second annual Conference and Exhibit October 26-28, 1978 at the Ramada Inn Southwyck, Toledo, Ohio. Contact Al Ward — (419) 248-8132.

Region VII will hold its 28th annual Conference and Exhibit, September 28-October 1, 1978 at the Sheraton Universal Hotel, North Hollywood, California. Contact Bill Ranney — (213) 764-0025.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

RM

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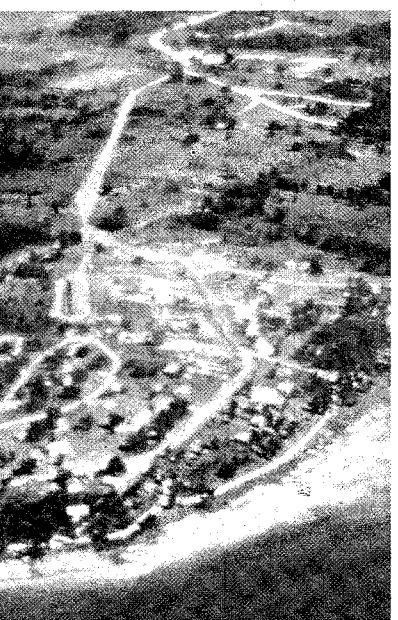
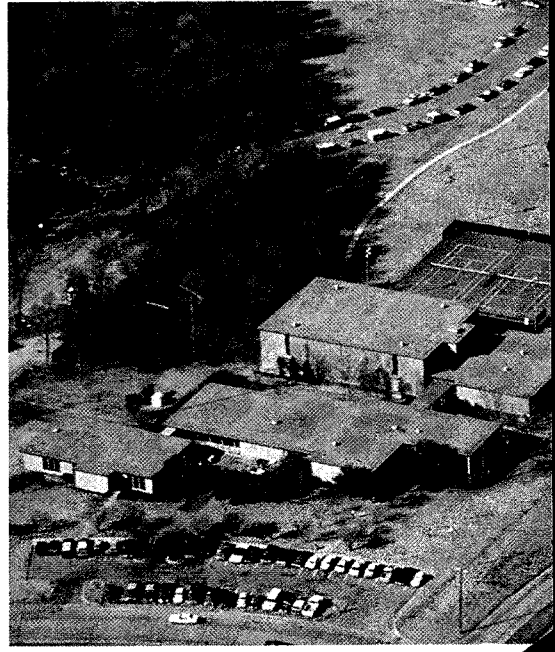
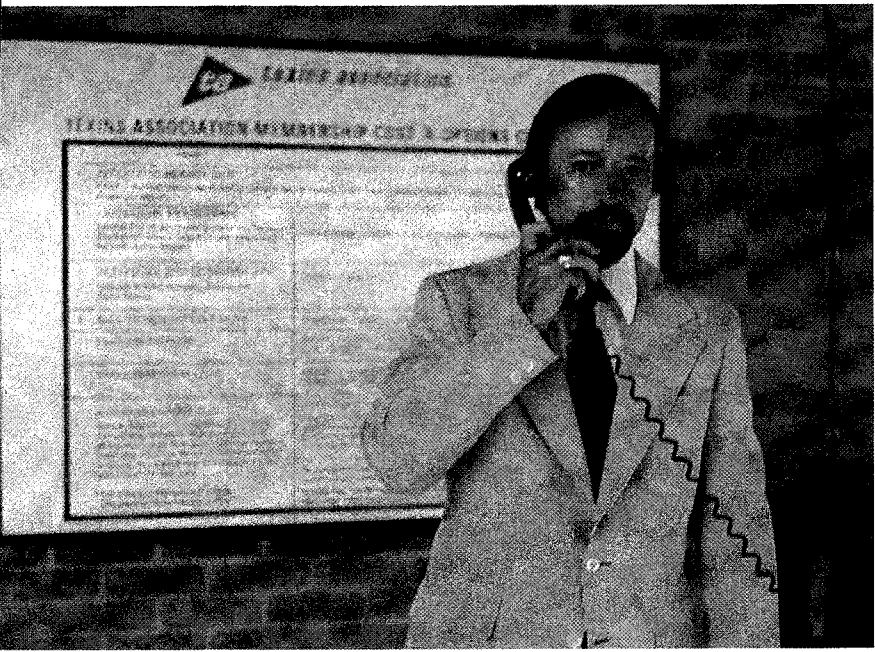
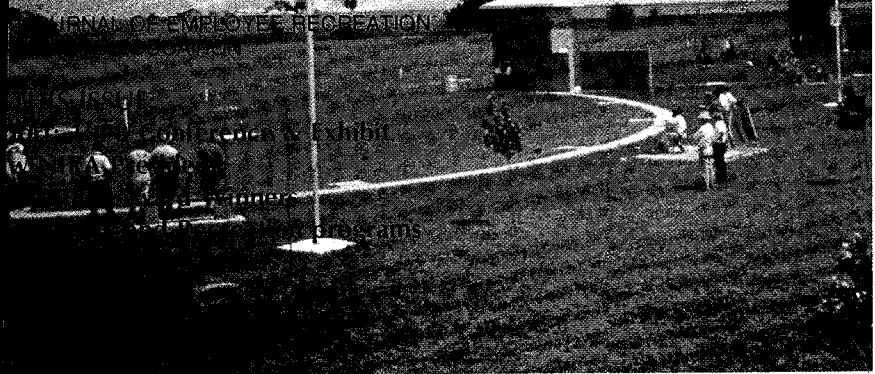
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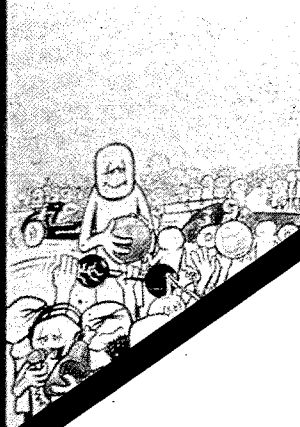
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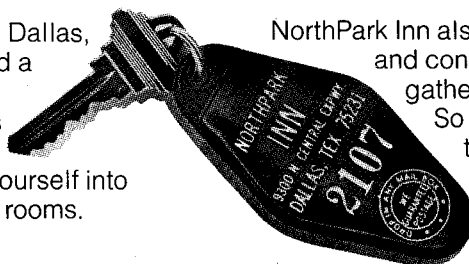
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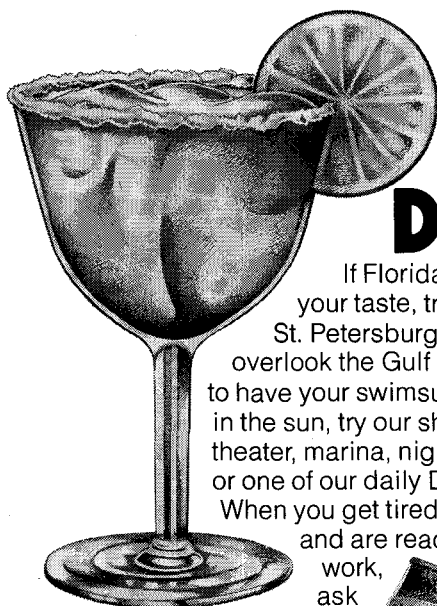
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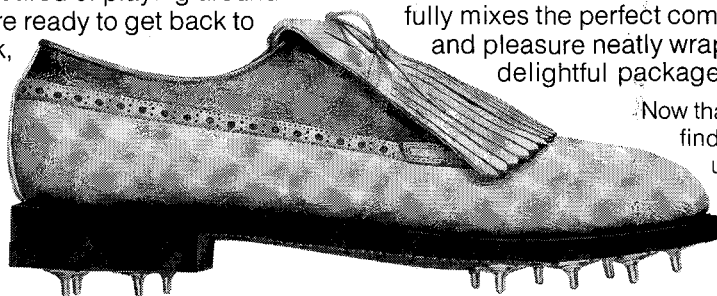
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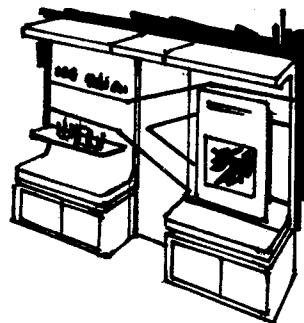
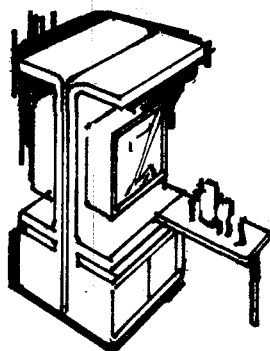
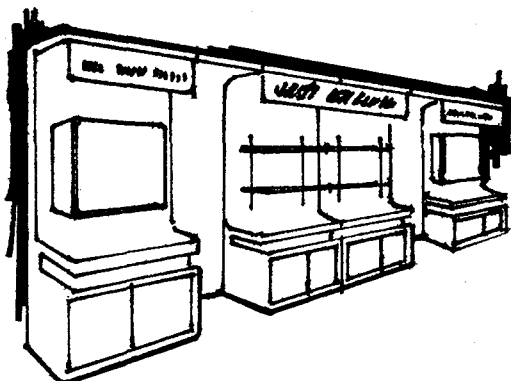
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about the cover



The 1978 NIRA Conference and Exhibit was a double success for the Dallas-Ft. Worth Metroplex Recreation Council (MRC). As hosts for the national meeting, MRC members impressed delegates with their organization, enthusiasm and warm hospitality. Richard M. Brown, CIRA (Texas Instruments), co-founder and first President of the MRC became 1978-79 NIRA President during the May meeting in Dallas. Brown is General Manager of Texins Association, the separately incorporated recreation club for Texas Instruments employees and their families. Our cover features Brown (center, left) and scenes of Texins facilities. Clockwise, from upper left: the Texins skeet range, the gymnasium, the TA activities center, a whimsical rendering of TA activities, and an aerial view of Texins' property on Lake Texoma, north of Dallas.

Next month: Travel Issue/1978 Travel Guide

The NIRA President would like a word with you . . .

...about promoting your profession

What are you doing to further your own cause? Work continually to advance your profession—and, thereby, your own career interests. Promote your profession, both within your organization and to the wider business community. Make it legitimate, make it visible and make it necessary.

Make it legitimate

You are justifiably annoyed when someone suggests that our profession is little more than "fun and games". But how seriously do you really take your work? Do you give the impression that you are in this business to play ball on company time or are you committed to improving employee productivity through your program?

Your program should be valuable for its own sake as far as your participants are concerned. But it is important to you and your employer primarily as a means to greater ends: open communications, efficient administration and, ultimately, peak productivity. You are important to your employer not because you organize bowling leagues or plan tours to Las Vegas, but because you are an essential component of good personnel management.

If your efforts are to be productive, you must be well informed. That means pursuing professional education in our field and in general business courses. It also means staying informed about your employer's enterprise. You cannot expect other managers or top executives to take you seriously if it appears that you take your own field and their concerns lightly.

Admittedly, it can be difficult to establish the legitimacy of "recreation" programs. Only parts of our work can be assessed in clear-cut, quantitative terms. Surely, the positive correlation of fitness programs



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

with reductions in absenteeism and turnover can be demonstrated statistically. But the powerful, subjective value of all employee activities cannot be measured with precision. Nevertheless, our contribution is real and must be visible.

Make it visible

Wave your own flag now and then. But be sure you have something to wave it about.

Be aware, as you plan and administer your activities, that part of your effectiveness lies in high visibility.—not for you, personally, but for your program. To be effective, you must make your program vital and inviting.

High visibility within your own organization will be of only limited value without support from outside. Attention in the press and other public forums reinforces the legitimacy of our work. Most people do not understand what employee "recreation" is. Too few are familiar

with NIRA. Take every opportunity to tell civic and business leaders about your profession. Work with news the media to bring attention to your profession and your organization's programs.

Granted, high visibility for your program puts pressure on you to perform. That is as it should be. With pride in your profession and accomplishments, you do not want to shuffle along, unnoticed. You need visibility to gain support for your program and bring attention and prestige to your profession.

The more your program becomes integrated into employee expectations and management planning, the more necessary it will become.

Make it necessary

There was a time when even such basic employee benefits as sick leave, paid vacations and health insurance were considered unnecessary fringe benefits. Today, they are necessities in any modern enterprise. The same evolutionary forces that made these benefits commonplace are changing employee recreation, fitness and services from "frills" into accepted personnel practices.

Make no mistake about it. Even if your function seems little more than an afterthought today, it is part of a growing trend. The positive results of your efforts and the employee expectations they generate are making employee "recreation" essential to employers. If you are to rise in responsibility and status as employee programs take their place as a legitimate investment in human resources, you must promote your profession.

Richard M. Brown

College text to help train the new professionals

For the first time, employee recreation and services can be more than an afterthought in physical education or park and recreation curriculums. A new college textbook, devoted entirely to employee activities, will soon be available. Sponsored by the National Industrial Recreation Research and Education Foundation (NIRREF), the text will be published by the William C. Brown Company and made available soon to college programs in business management, personnel administration, recreation and related fields.

Delegates to the May 1978 NIRA Conference and

Exhibit received NIRREF's formal introduction of the textbook in their registration packets. The introductory booklet was prepared by NIRA Vice President of Research and Education **Edward C. Hilbert, CIRA** and printed by Battelle Memorial Institute's Columbus Laboratories. It included a forward by 1977-78 NIRA President **Fritz J. Merrell, CIRA** and a textbook outline, both of which are reproduced below.

NIRA publications will carry further information on the new textbook as its actual publication date approaches.

FOREWARD

The National Industrial Recreation Association has long recognized the need for an updated and well developed introductory textbook for industrial recreation. Although an excellent textbook was written by Dr. Jackson M. Anderson, there have been many changes and developments since its publication in 1955.

A small number of Association leaders laid the groundwork for a new textbook by beginning the collection of appropriate materials. Some industrial recreation professionals submitted manuscripts written especially for this purpose. After some time and a number of meetings, it was decided to secure the services of one or more professionals in higher education to sift and evaluate the collected materials, do additional research, and perform the actual writing of the textbook.

The present authors were selected and the collected material was placed in their hands. The Association also made available to the authors present and past issues of *Recreation Management*, "Keynotes" and "Top Management Speaks," as well as other Association publications and the results of Association research.

At the suggestion of the authors, the Association appointed a special textbook review committee of leading industrial recreation professionals and active Association leaders. That committee reviewed and approved each chapter of the book before it was submitted to the William C. Brown Company, Publishers. The members of that committee, all Certified Industrial Recreation Administrators (CIRA's), were: **Fritz J. Merrell**, Olin Corporation; **Roy L. McClure**, Lockheed-Georgia Company; **Miles M. Carter, Jr.**, McLean Trucking Company; **Richard M. Brown**, Texas Instruments, Inc.; **William B. DeCarlo**, Xerox Corporation; and **Melvin C. Byers**, NIRA Consultant. The manuscript was also reviewed by the

Association Executive Director.

Upon the unanimous endorsement of the Review Committee, the National Industrial Recreation Association gladly accepted the finished product. This new textbook meets the need for an up-to-date source of information about the expanding field of industrial recreation. It will serve both the student and the practicing recreation administrator as a valuable reference and guide. Because the book does set industrial recreation in its proper perspective and makes its value manifest, we hope that it will be read by business and industrial managers and by government and civic leaders.

We are pleased that this new textbook, brought to the attention of appropriate professors and administrators, will encourage American institutions of higher education to offer more programs and courses in industrial recreation—to the end that there be a continuing source of well educated and specifically prepared professional administrators and assistants in this expanding and socially important field.

We commend it to you all. We are confident that you will find it interesting, informative, and very useful.

For your Board of Directors
and the Text Review Committee

FRITZ J. MERRELL, CIRA



Olin Corporation
NIRA President
April 1978



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Pending final Review Committee approval

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NIRA News
continued on following page



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Region II Conference agenda offers "how to" program help

NIRA Region II will present three days of basic programming assistance in employee relations at its second annual Conference. The meeting is scheduled for October 26-28, 1978 at the Ramada Inn-Southwyck in Toledo, Ohio. The Toledo Industrial Recreation and Employees Service Council (TIRES) is hosting event. Region II includes Delaware, the District of Columbia, Kentucky, Maryland, Ohio, Pennsylvania and West Virginia. NIRA members from every region as well as interested prospective members are encouraged to attend.

According to Conference Coordinator **Al Ward, CIRA** (Owens-Corning Fiberglas), the program is designed to give every delegate the benefit of professional employee relations guidance. Speakers are experienced professionals from Region II organizations as well as leaders from the American Society of Personnel Administrators and NIRA. Speakers from Bowling Green State University and the University of Toledo will provide an academic perspective. The Conference agenda includes educational sessions on the following topics:

- Objectives of employee recreation
- Be a better communicator

- Maximum programming with a limited budget
- Motivation: How to get it and give it
- How to develop an employee discount program
- How to develop an employee travel program
- How to develop employee clubs
- How to set up a tournament
- How to set up a company outing
- How smaller companies handle recreation and employee services
- How your program can aid management
- The role of recreation in stress management
- Liability and current legislation as it relates to you
- Selling your program . . . a staged role-play of encounters with management, labor and staff
- Your role as a leader

For complete information, including registration materials, contact Al Ward, CIRA, Owens-Corning Fiberglas Corp., Fiberglas Tower, Toledo, Ohio 43659—Phone (419) 248-8132.

Region III one-day seminar emphasizes stress elimination

NIRA Region III will explore the relationship between employee stress and productivity in an all-day seminar, October 4, 1978. The second annual seminar of its kind will be co-hosted by the Chicago Association for Recreation and Employee Services (CARES) and the Flick-Reedy Corporation. The event will be held at Flick-Reedy's facilities in the Chicago suburb of Bensenville, Illinois. Region III includes Illinois, Indiana and Michigan. Like all local NIRA conferences, the Region III meeting is open to delegates from all regions.

Two experienced professionals in employee motivation and personnel management will present the primary educational sessions of the Region III program. James Hoke, 1978 national conference keynoter, and Jules Frank, a Chicago-based consultant, will offer a multi-session presentation on job-related stress. They will explain how stress develops and how it can affect productivity. They will tell delegates how to recognize the signs of excessive stress in employees and will outline ways in

which recreation and services programs can reduce such stress to healthy and productive levels.

In addition to the central theme of stress management, the Region III program will offer a smorgasbord of concurrent informal discussions. Delegates will divide into groups to exchange information and ideas on several timely topics:

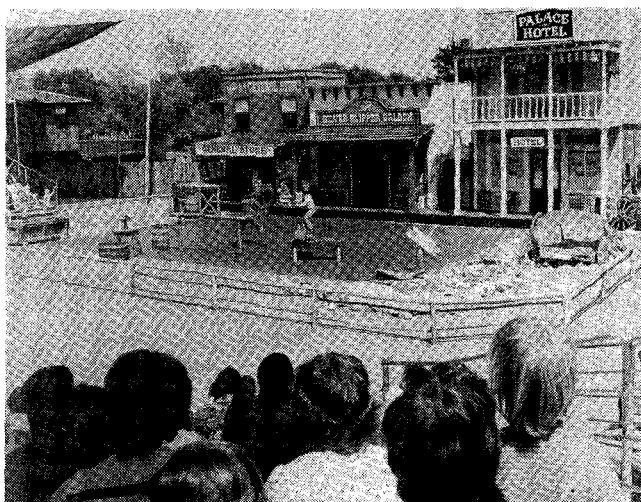
- Increasing employee productivity
- Arranging discount programs
- Planning special events
- Developing new programming ideas
- Getting management involved
- Understanding liability questions

To obtain complete information about the October 4 Region III seminar, contact Conference Coordinator Susan Siwicki, CIRA, Bankers Life & Casualty Company, 4444 W. Lawrence Ave., Chicago, IL 60630—Phone (312) 545-7701.

Region VII Conference program highlights productivity and fitness

NIRA members west of the Rockies will host a fall Conference and Exhibit rich in educational topics of vital interest to employee services directors. Entitled "Employee Recreation: A Key to Productivity", the 28th Annual Western Region VII Conference and Exhibit will be held September 30 through October 1 at the Sheraton-Universal in Universal City, California.

According to Conference Program Chairman **Ken White, CIRA** (Rockwell International, Inc.), as many as 300 organizations are expected to send representatives to the four-day meeting. This year's Conference is sponsored by the Burbank Associated Industrial Recreation Council and is under the direction of NIRA Region VII. It is open, however, to all organizations that are interested in establishing or improving their employee recreation and services.



A stunt show is included in the Universal Studios tour, part of the entertainment at the fall Region VII Conference and Exhibit.

Region VII Conference and Exhibit Budget Information

Full Conference Registration

Includes most meals and sessions

Delegates	\$65.00*
Spouses	\$65.00*
Students (no meals)	\$3.00

*If registered before September 20, 1978

After September 20, fee is \$70.00.

Daily Registration

Includes most meals and sessions

Thursday	\$18.00
Friday	\$13.00
Saturday	\$32.00
Sunday	\$7.00

* * *

Hotel Room Rates

Single: \$25.00/Double: \$30.00

For additional information contact: Bill Burton

Registration Chairman
P.O. Box 4067
Burbank, CA 91503
(213) 847-9562

1978 Region VII Conference Program

Thursday, September 28

- 9:00 a.m. Golf, Tennis and Racquetball Tournaments
- 12:00 p.m. Registration opens
- 3:00 p.m. Conference orientation session
- 5:00 p.m. Exhibit Hall Grand Opening and Reception
- 8:00 p.m. Dinner—Keynote Address: "Employee Recreation: A Key to Productivity"

Friday, September 29

- 6:00 a.m. Rhythmical Progressive Exercise Program—Part I
- Breakfast
- 9:00 a.m. *Concurrent Sessions*
 - Utilizing Private & Public Facilities
 - The ABC's of Bowling
 - Improving and Maintaining Facilities
- 10:30 a.m. *Concurrent Sessions*
 - Planning and Implementing Programs
 - Exhibitors session: Marketing and Sales Techniques
 - Smoking and Alcohol—A Growing Problem
- 12:00 p.m. Lunch
 - Speaker: Larry Naake—Executive Director, California Park and Recreation Society
- 1:00 p.m. Exhibit Hall Open
- 3:00 p.m. Universal Studio Tour

Saturday, September 30

- 6:00 a.m. Rhythmical Progressive Exercises Program—Part II
- 7:30 a.m. Breakfast
- 9:00 a.m. *Concurrent Sessions*
 - AIRC Sports & Hobby Show
 - Managing Money for your Recreation Program
 - Fastest Growing Sport: Racquetball
- 10:30 a.m. *Concurrent Sessions*
 - Sports & Hobby Show, continued
 - Reducing Recreation Security Problems
 - Contracting Educational Programs
- 12:00 p.m. Lunch
 - Speaker: Emanuel Cheraskin, M.D.—Consultant, Northeast Academy of Clinical Nutrition
- 1:30 p.m. *Concurrent Sessions*
 - Sports & Hobby Show, continued
 - Noon and Break-period Recreation Programs
 - Eligibility vs. Liability
- 3:00 p.m. *Concurrent Sessions*
 - Sports & Hobby Show, continued
 - Procurement of Recreation Supplies
 - Nutrition and Your Health
 - Speaker: Emanuel Cheraskin, M.D.
 - Evaluation
- 5:00 p.m. Exhibit Hall Reception
- 8:00 p.m. Dinner: Celebrity Speaker

Sunday, October 1

- 8:00 a.m. Breakfast—Speaker: Patrick Stinson, NIRA Executive Director
- 9:30 a.m. Closing Jamboree & Prize Drawings
- 1:00 p.m. NIRA Region VII Conference & Executive Committee Meeting

**FOR ORGANIZATIONAL HELP
WITH YOUR LOCAL CONFERENCE,
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RM

news in brief

Hands off booze warns liability expert

"If I were a meeting planner, I would never, through my company, serve an alcoholic beverage to anyone," said liability expert **Anthony G. Marshall** recently. Marshall, who was quoted in the *Western Association Newsletter*, is associate dean of the School of Hotel, Food and Travel Services, Florida International Uni-

versity, as well as an attorney. He discussed liability in recreation programs in an animated and popular session at the 1977 NIRA Conference and Exhibit in Orlando.



Anthony G. Marshall

Laws in many states prohibit the sale or gift of liquor to an intoxicated person, warned Marshall. The host

who serves an alcoholic beverage may well be liable for damages subsequently done by the drinker. Put another agent between yourself and the dispensing of the drinks, advised Marshall.

"Hire and pay someone else" he continued. "Do not bear the responsibility for determining if a person is intoxicated... For a few extra bucks, buy the alcohol from the hotel and let them supply the bartender. Let them worry about the liability. Why risk a million dollar suit?"

Marshall emphasized that a server may be liable whether he makes alcohol available free or sells it. He also warned against even the hint that a gathering will be a drinking affair.

"To a jury, that's murder," concluded Marshall, "—in the first degree."

New number announced for free travel info

A new toll-free number will put you in touch with free national tourism information. The new number—(800) 323-1608—can be dialed weekdays between 9:00 a.m. and 6:00 p.m., Eastern Time. It is a service of the USA Travel Information Center, sponsored by the United States Travel Service (USTS). The number serves the continental United States plus Alaska and Hawaii. Residents of Illinois should dial (800) 942-4833.

The USA Travel Information Center provides travel planning information free of charge. Travel counselors at the Center can answer specific travel questions and refer callers to state and city tourism offices for additional information. Information on sights to see in specific U.S. destinations, local transportation and accommodations and emergency weather conditions is also available. In addition, counselors can supply information on a wide variety of USTS publications available to the public. The Service cannot make bookings or reservations, nor does it provide price information of any kind.

The USA Travel Information Center is part of USTS' domestic tourism program to encourage

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Americans to travel more within this country. The service is operated, under contract to the agency, by Rand McNally Travel Research Center headquartered in Illinois. USTS is an agency of the United States Department of Commerce.

Newsbriefs . . . "Flextime" has grown in popularity and use in U.S. industry, according to an American Management Association study. The new study reports that 13% of all private employers with more than 50 workers allow employees to set their own hours. The new figures exclude self-employed people and other workers who traditionally set their own hours . . . **Productivity losses are higher in highly unionized businesses** than they are in low-union shops, according to a study by the Strategic Planning Institute in Cambridge, Mass. The survey of more than 1,200 firms was released this spring. The study group attributes the difference to restrictive union work rules and the reluctance of unionized firms to invest in automation . . . **Discount fares have created serious snarls** in airline reservation systems. Several well-known airlines told the *Wall Street Journal* that they have taken on extra help to handle passenger interest in the super-low bargain fares. The problems result, airlines say, from a rush of "comparison shoppers" and from the plethora of low-fare options with which even airline personnel may not be familiar . . . **Kaiser Aluminum and Chemical Corp. in Oakland, California offers a special corporate familiarization program for executives' wives.** It includes written materials, oral presentations about the corporation and personal tours . . . **Hyatt Corp.** has reserved rooms in some of its hotels for **non-smokers.** Even housekeeping staff members who service the rooms are barred from smoking . . . **Jogging can relieve job-related depression,** according to University of Wisconsin psychiatrist John Greist. Greist says a study he recently completed indicates that jogging several times per week may be as effective as psychotherapy in relieving moderate depression . . . "In some parts of China," keynoter **James Hoke** told

NIRA national Conference delegates, "patients pay their doctors as long as they are well. As soon as you get sick, you stop paying the doctor until you are well again. They may be on to something." **Parsons Pine Products** takes a similar tack with its employees. The Ashland, Oregon firm **pays its 100 employees an extra day's pay for every month**

of perfect attendance . . . **Fringe benefit expenditures rose twice as much as wages** during the 1965-75 decade. Employee benefit costs rose 165% in that time, according to a study by the Health Insurance Institute and the U.S. Chamber of Commerce. Fringe benefits average nearly \$4,000 annually for U.S. workers.

RM

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tournament news



by **Stephen D. Waltz, CIRA**
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

During the past few months, the NIRA Tournaments and Services Committee developed two new tournaments for NIRA member employees. These offerings, which result from our affiliation with the new World Golf Association (WGA) and Winchester-Western, are excellent programs. Please read Mike Brown's article on the new contests.

Fishing Contest

In other Tournament News, **Gene Miller, CIRA** (Michigan Bell Telephone Company) has mailed brochures to individual program directors for the 1978 Fishing Contest. This year's Contest is being co-sponsored once again by NIRA and the **American Fishing Tackle Manufacturers Association (AFTMA)** and will be conducted in the same manner as last year's event. Gene expects a large turnout again this year and hopes

to surpass the record 63 companies which entered last year. The cost to enter is \$10.00 per company. It will be money well spent.

Golf Competition

The NIRA/*Golf Digest* Postal Tournament is under way, reports **Glenn Westover** (Babcock & Wilcox), this year's Tournament Coordinator. This postal tournament is a good way for any golfer at any company to enter national competition. The cost to enter is \$1.00 per entry, with Tournament prizes provided by *Golf Digest Magazine*.

Regional golf competition dates, sites and directors were listed in the July issue of RM. We will report the results of those contests as regional coordinators report to us.

Photo Contest

George Stark (McDonnell-Douglas) has compiled the results of the Photo Contest. George, who was outstanding in the leadership he provided for the Contest, reported that 43 companies entered the event for a total of 388 individual entries. Individual winners are listed below.

Once again, many thanks to the companies which donated prizes for the Contest: Flick-Reedy, Industrial Foto, King Louie International, Pabst Brewing Co., Rockwell International and Texas Instruments, Inc.

1978 NIRA PHOTO CONTEST

BEST IN SHOW

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Carol Winch
3M

DIVISION WINNERS

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Tom Kaugher, Sr.
Goodyear
- 2nd TOWERING INFERNO
Rod Paulson
Texas Instruments
- 3rd FOUNTAIN
Ray Johnson
Singer

B & W PRINTS

- 1st MONARCH
Neil Bulin
Texas Instruments
- 2nd MISTY MORNING
Paul Kirkbride
Delco Air
- 3rd SPLIT PERSONALITY
Sue Spicer
Texas Instruments

COLOR PRINTS

- 1st GREAT BLUE HERON
Carol Winch
3M
- 2nd DEATH VALLEY DUNES
Richard Korenz
Goodyear
- 3rd TWO HUNTERS
Larry Jacobs
Texas Instruments

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2nd WILD FLOWER
Harold Tessman
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DEW
Ron Weitenhagen
NASA

SCENIC

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Goodyear

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M. C. Bullock
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Singer

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Goodyear

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J. Comps

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B. F. Goodrich

SCENIC

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Richard Korenz
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2nd BAY BRIDGE
Paul Watrobski
Cummins Engine

3rd QUIET ANCHORAGE
John Seltzer
Cummins Engine

HUMAN INTEREST

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Larry Jacobs
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2nd SUMMER SNOWFLAKE
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continued on following page

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NIRA Tournaments and Services Committee announces two new programs

**by Michael T. Brown, CIRA
NIRA Assistant Executive Director**

NIRA/Winchester-Western National Trapshoot

NIRA's Tournaments and Services Committee is pleased to announce a complete overhaul of its Trapshooting Tournament, traditionally held in Middletown, Ohio. The new tourney will allow NIRA member teams to compete at convenient regional levels. Qualifying teams will then advance to the national finals.

Under the sponsorship of Winchester-Western Franchise Operations, shooters will meet at selected sites in their own regions on September 10, 1978. Shooters may choose to compete at one of two to four sites within their regions. Managers of the franchise sites will administer the qualifying rounds and call in the final scores to NIRA Headquarters. Winners and runners-up will be declared at the conclusion of the day. Each member of the second place teams will receive one case of AA ammunition. Regional champion shooters will be awarded Winchester Antler Game Commemorative Lever Action Rifles (model 94AG78) and be invited to compete in the national finals.

On September 24, 1978 each regional championship team will have the opportunity to compete for national honors at the Westerner Club in East Alton, Illinois. Free room and board for two days and two nights will be provided for each finalist team member. Each member of the national championship team will receive a Winchester Super X Model 1 trap grade automatic shotgun. The team will also receive a traveling trophy with the company's and members' names inscribed. National runners-up will receive Winchester XTR Model 1500 shotguns. Third place awards may also be made if the number of entries exceeds 425 teams.

The entry fee for this tournament will be \$50/team. The total value of the prizes awarded will be in excess of \$30,000. International NIRA members are invited to take part.

The Tournament and Services Committee looks forward to opening this new tournament to the NIRA membership and encourages recreation directors to offer it to the trapshooters of their organizations. For more information and entry forms contact Mike Brown, CIRA, Assistant Executive Director, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606 or call (312)346-7575.

World Golf Association Amateur Tournament

The Tournament and Services Committee takes pride in presenting the newly formed World Golf Association (WGA) to the NIRA membership. You may already have heard of the WGA through your local news media. As a new NIRA Associate member, the WGA hopes to attract 200,000 golfers (only 2% of the total handicap golfers in America) to a national tournament. This tournament will provide the opportunity for amateur golfers to compete for national recognition and cash prizes in excess of \$3,000,000.

WGA members will be matched by computer with other members in their communities to compete at golf courses near their homes. Those golfers who advance through the qualifying rounds will begin to receive cash rewards at the conclusion of the second round of play. Qualifying contestants may drop out of the competition at any point, or continue to compete in hopes of becoming one of the 195 finalists eligible to take part in the WGA Classic Tournament, to be held in the fall of 1979. Classic finalists will be eligible for cash prizes of \$2,200 to \$150,000.

A special ad hoc NIRA Committee has carefully reviewed the philosophy and operations of the WGA and feels confident that its program will provide the golfers of your organization with a unique opportunity. As a financial safeguard, all WGA membership fees will be held in a trust account with a reputable banking concern until the proper time for disbursement.

By now you should have received a supply of the WGA membership brochures. If you have not, contact NIRA Headquarters and we will see that the WGA forwards a supply to you. We urge you to offer this program to your employees and help make the first World Golf Association National Classic a success. **rm**

CORRECTION

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Toronto, Ontario
Coordinator: **George Grigor, CIRA** (Kodak Canada)

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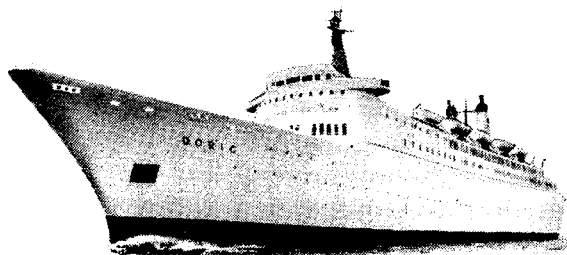
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1978-79 NIRA President stresses professionalism

NIRA's new President **Richard M. (Dick) Brown, CIRA** (Texas Instruments, Inc.) made his expectations clear on his first day in office.

"My goal . . . is increased professionalism, both in our field and in this Association," Brown told delegates to the 1978 Conference and Exhibit last May. He predicted that recreation administrators will command increasing respect if they take a professional approach and achieve real results in terms of increased productivity. Professionalism begins with self-respect, said Brown.

"Respect yourself," he told members. "A positive self-image is of primary importance. Keep yourself abreast of the latest developments by attending Conferences like this one. Promote the importance of employee programs and let people 'out there' know that there is an international association—NIRA—devoted to that purpose."

Brown reminded members that the Association depends upon them to accomplish its potential.

"As with anything else," he continued, "you get out of this Association what you put into it. I expect to see all of you—especially Board members—actively involved during the coming year."

Brown's own significant achievements during a relatively short career in employee recreation, fitness and services supports his faith in active involvement. He came to Texas Instruments (TI) in 1966 with a Ph.D. in ceramic engineering. He became active as a participant and club officer in the Texins Association, the separately incorporated club for TI employees. In 1973, Brown exchanged his volunteer involvement for a fulltime position as General Manager of Texins. Since then, he has overseen one of the finest and best known employee programs in North America. From the TI headquarters in Dallas, Texas,

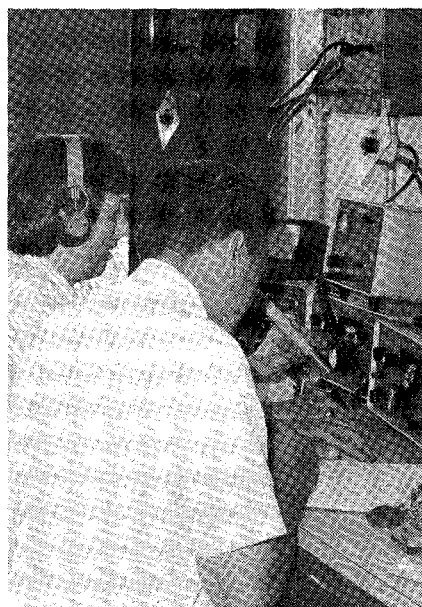
Brown administers programs for employees at nearly two dozen TI sites, worldwide. In Dallas, employee facilities include a 26,000 square foot activities center and athletic complex, an archery range, a rod and gun club, a golf center and a 66-acre family recreation park on Lake Texoma, north of the city. The program is a past winner of the NIRA/Citizens Savings Award for overall excellence and has received many other NIRA honors.

As soon as he accepted the Texins post, Brown turned to NIRA as a source of information and assistance. He joined the Association in 1973 and began almost immediately to work with his professional neighbors to form an Industrial Recreation Council. The resulting Dallas-Ft. Worth Metroplex Recreation Council (MRC) elected Brown its first President for 1974-75. He has since served in several other MRC Board positions. In 1974, Brown's Region VI constituents elected him to the NIRA Board of Directors. He subsequently served as NIRA Treasurer and Vice President of Finance. In May 1977, the general membership voted Brown President-Elect. He served on the Board in that capacity under 1977-78 NIRA President **Fritz J. Merrell's** administration. During that year he also worked as Program Chairman for the 1978 NIRA Conference and Exhibit.

Brown will serve as NIRA President until President-Elect **Kirt T. Compton, CIRA** (Eastman Kodak Co.) succeeds him next May. During his term, Brown will communicate regularly with NIRA members in his **RM** column, "The NIRA President would like a word with you . . ." He also encourages NIRA members and prospective members to contact him at Texins Association, Texas Instruments, Inc., P.O. Box 225474, Mail Station 324, Dallas, TX 75265—Phone (214) 238-2396.



NIRA President Dick Brown, CIRA (left) presented 1977-78 President Fritz J. Merrell, CIRA (Olin Corp.) with a plaque commemorating Merrell's year of service. The ceremony took place at the May 1978 Presidents Ball, honoring both men. As Immediate Past President, Merrell will serve on the Board of Directors for 1978-1979.



Karate, amateur radio and scuba diving are just some of the special employee interests served by the Texins Association, administered by NIRA President Dick Brown.

RM



From an educational session
1978 NIRA Conference and Exhibit

"Outcome Accountability"

Evaluating Activity Leaders

by Robert S. Wanzel, Ph.D.

Your recreational activity leaders are the tools with which you implement your program. Essentially, they are the catalysts and the motivators who link you, as the recreation administrator, with your program participants. Their role is vitally important, therefore, because they form the basis upon which the outcome of your programs will be evaluated.

Of course, your activity leaders must operate within your organization's goals and objectives and under the supervision of the recreation administrator. They must also work with whatever employee/participant population exists in your organization. This network of potentially conflicting influences must be taken into account when measuring leaders' effectiveness. In evaluating your leaders within the context of your overall program, you must consider the leaders themselves, the employee/participants, and your program goals. Let us take each of these factors separately.

Activity Leaders

Ideally, we should be able to expect a recreation activity leader to perform his/her tasks well, under the direction of a recreation supervisor or director. We should be able, further, to hold the activity leader responsible for participant involvement and the results of the activity in terms of greater program goals.

In reality, however, the activity leader's effectiveness is influenced by many factors, some of which are beyond his/her control. With that in mind, we will analyze the activity leader's performance in terms of accountability measures.

Leadership

Research indicates that leadership has a highly positive correlation with the eventual success or failure of a recreation program.

In order to judge outcome accountability in relation to leadership, one must first be familiar with the leader's background. An awareness of experience, professional preparation, personality and lifestyle are very important. You must be confident that your leader's background will allow him/her to assume a true leadership role. You must also indicate to the activity leader that he/she is expected to assume a leadership role with participants. You should also discuss with your leaders how they are expected to show leadership, so that evaluations can be meaningful.

Motivation

The activity leader must have the ability to motivate participants to continue in the recreation program. Naturally, a good program can provide its own motivation. An effective leader will also introduce other motivational inducements such as special equipment, contests, prizes and personal attention.

It is beneficial to analyze the motivational style of a leader. Does the leader ask the participants in which manner, if any, they would like to be motivated? Some people respond best to motivation by their instructors, others react best to a friend and still others perform best under peer group motivation. Leaders' motivational abilities and techniques should be assessed before activities begin. This will allow the recreation adminis-

trator, leaders and participants to evaluate the activity results more effectively later.

Organization

The recreation activity leader must be well organized and be able to communicate organization to the activity participants if his/her efforts are to succeed. Participants have a limited amount of time to spend on recreation and the leader must make sure that this time is not wasted. Research has shown that a perceived lack of time and the interruption of a daily schedule for recreation are leading reasons for participant withdrawal. Therefore, the organizational effectiveness of the leader is a crucial factor. When discussing outcome accountability as related to leader organization, you must also take into account the organizational effectiveness of the total program and the recreation director. It is only within this context that the leader should be judged. The leader can be only as effective as his/her support system. For this reason, it is wise to have all parties concerned discuss and agree upon standards of organization and areas of administrator and leader responsibility.

Evaluation

Obviously, this is the area that will provide insight into the effectiveness of the leader and his/her activity. Your evaluation must be carefully prepared for it can cause controversy with regard to the interpretation of findings by all parties concerned.

I cannot stress enough that there must be agreement on the evaluation standards and techniques used. Even more importantly, evaluations should reflect several perspectives on a particular activity. Participants should evaluate the activity and the leader. The leader, in turn, should evaluate the recreation administrator, the total program and the participants. You, as recreation administrator, must also evaluate the leader and his/her activity.

If possible, an outside evaluation should be performed by a recreation administrator from another company. This should provide an informed but disinterested perspective and could open valuable inter-company communication.

We must now direct our attention to the participants and the role they play in determining the outcome accountability of an activity leader.

Employee Participants

This is the group for which the total recreation program was designed. In many ways, you and your activity leaders work for the participants. It is they who will benefit most from and outcome accountability procedure.

They will reap the greatest rewards from careful evaluation of activity leaders because of future program changes which may result from the evaluations. The participants, therefore, must be willing to participate actively in the various evaluation procedures.

The recreation administrator must be able to answer a variety of questions regarding activity participants in order to build a proper framework for deciding accountability of a leader. You must determine how participants are recruited, what attitudes they hold toward your program, how their participation objectives are set and how they evaluate various activities.

Recruiting Participants

The final success or failure of a program may well depend upon the initial recruitment of participants. Research has indicated that small group discussion and decision-making approaches are more effective than large group lectures in influencing not only decisions to participate but also adherence patterns.

If you are going to be concerned with outcome accountability then you must be aware of how people were enticed into the program and what techniques were used to promote adherence over time. Research suggests that these will not necessarily be the same. Factors that lead to participation may be concerned with health, desire for recreation or a change in routine, while factors such as the organization and leadership of the program, the game aspect, and the social rewards may be instrumental in developing adherence. The knowledge of how people are recruited and retained will have a great deal of bearing on the analysis of outcome accountability and the performance of the leader.

It is also imperative to know what kinds of people participate in your program. Are they beginners or skilled veterans? Are they committed to the recreation program or are they just testing the waters? This information will give you a much better idea of the leader's effectiveness.

Participant Attitudes

If you plan to deal with outcome accountability then you must include the participant attitudinal changes in your total assessment. Participants' attitudes should be tested prior to their entry into an activity and again at the conclusion of the event or season. Information related to job satisfaction, work performance, health habits and behavior will provide another area for evaluation which will enhance accountability discussions. Statistics should also be compiled about absenteeism, turnover,

continued on following page

sick days, number of accidents and so forth. This knowledge of your participants will allow you to gauge the success of your program. Indications are that recreation programs have very positive effects on these problems.

Setting Objectives

Programs should follow objectives. They should be geared to organizational purposes and reflect changes of participant interest. There must be room for allowing the participants to set their own objectives. This may have a very important bearing on accountability of leaders. Research has shown that people who do not attain their objectives tend to drop out of programs much faster than those who do attain them.

People tend to enter a program for some expected payoff. It is necessary for the activity leader to determine what objectives the participants hope to attain during the course of an activity. The leader and the participants should discuss this to ascertain that the objectives set are understood by each party and are reasonably attainable. The leader may want to help participants develop interim objectives that can be attained within a two-week period. This procedure should be adopted for as long as possible so that participants can perceive per-

sonal success by their involvement. Knowledge of participant objective setting will allow for a truer and fairer outcome accountability assessment for both the program and the leader than would be possible without such information.

Another related question to be considered is whether the participants have paid for the program. Research seems to indicate that participants' commitment is greater if they have had to contribute to the financial support of an activity.

Evaluation

The program and the activity leader should be evaluated by the participants. It is important that this evaluation be planned at the beginning of the program. Everyone involved should be included in deciding, prior to the activity's opening, what will be evaluated. The participants and the leader should have input as to what will be evaluated so that the actual evaluation will have more meaning. The participants should be able to indicate at the outset what will make the activity successful for them. This will help the activity leader in structuring events to satisfy both the program goals and the participants' objectives.

At this point it should be stressed again that if outcome accountability is implemented then all the various evaluations must be carried out to give a true picture. In order to judge the activity leader, you must have an understanding of how participants were recruited and retained, what attitudinal change was present and what type of objectives they set. Of course, the nature and scope of the total program will have a bearing on an outcome accountability assessment of an activity leader.

The Program

For our purposes here, we will consider only those aspects of a program that have a direct bearing on the performance of an activity leader. It should be remembered that program operations can influence the decision which individuals make about activity participation, as well as their response to the full recreation program over time. Thus, accountability related to activity leaders must consider the effects of the total program.

Program Constraints

Can activity leaders be held accountable only within the constraints of the program with which they have been provided? Or, is it true that the activity leader, to a great extent, *is* the program? As so often seems to be the case, a bit of both views holds true.

It should be noted before an activity begins what aspects will make it difficult for activity leaders and participants to achieve success. Obviously, there should be a need for each activity offered. That need must be determined through participant interest, the professional opinion of the recreation director, and the goals and objectives of the total program. Activities must be of positive value to individual participants, their families, the



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organization and, at times, the larger community. It has been said that, when you are considering programs, you should give the people what they want—and what they will learn to want after you introduce them to it.

Even if all these conditions are met, however, there may still be program constraints that will affect a leader. For example, facilities can play a great role in determining the success of an activity and, consequently, its leader. Various studies have shown that the facility distance from home or place of work will have a great impact on participant adherence. The closer the participant lives or works to the recreation facility and the less recreation disrupts his/her daily schedule, the more likely he/she is to participate over time.

Numerous other factors can also influence participation. You must be aware of them when evaluating your leaders so that you can view their performance within the context of actual, rather than ideal, circumstances. Other program constraints might include the availability of proper equipment, the portion of office hours that can be incorporated into a recreation program, and whether the company has liability insurance covering the participants. Whatever your program's strengths or weaknesses, outcome accountability assessments must determine how far a good leader can go with the resources at his/her disposal.

One final constraint, the activity budget, is important enough to warrant separate attention.

Budget Constraints

A program should be structured so that growth and success are rewarded with commensurate financial and staffing assistance. This philosophy will lead to greater success which will be evident to both leaders and participants. Outcome accountability procedures must be able to establish whether budget constraints unduly affect a potentially successful program outcome and leader effectiveness.

Is the entire program—and a specific activity in

particular—operating first-class or on a shoestring budget? What is the effect of financial considerations? Is the leader free to purchase films, bring in guest speakers, buy motivational prizes, have equipment properly maintained, and so forth? If not, even a talented and dedicated leader will achieve only limited success.

When reviewing budgetary constraints, it is also wise to consider what portion of activity costs is incurred directly by the activity leader (in salary, for example) and what portion is devoted to activity-related needs. You must also decide whether budget constraints will be considered a negative factor in assessing the performance of a leader, if he/she draws the major portion of the activity budget as salary.

All of the preceding questions must be answered by all parties concerned if you hope to implement outcome accountability.

Improving Your Program

We have attempted here to dissect the network of relationships that exists when you begin to consider outcome accountability of an activity leader. As the recreation director, you must consider not only the leader but also the participants and the program itself. Further, an overriding principle in evaluation, and hence accountability, is that the concerned parties must agree in advance to the criteria that will be used to determine acceptability. The result of all this negotiation should be a fair outcome accountability assessment which can lead to better program planning and direction. It can provide a method whereby the administrator, leaders and participants all contribute to the planning of the program.

Robert S. Wanzel, Ph.D. is Chairman of Sports Administration for Laurentian University in Sudbury, Ontario. He has contributed earlier research-based articles to RM. He is a member of the Board of Trustees of the National Industrial Recreation Research and Education Foundation.

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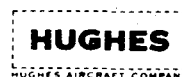


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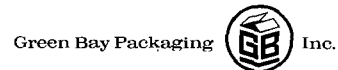
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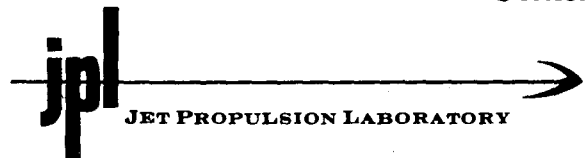
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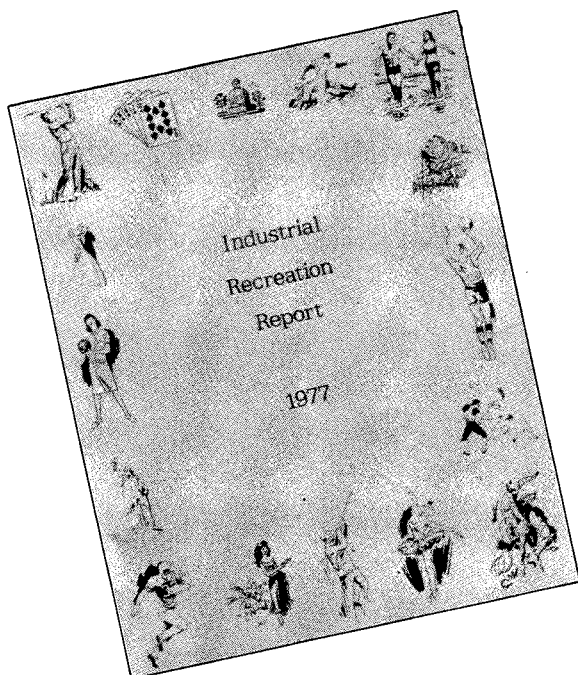
total-area distribution in vacation centers.

In order for recreation enterprises to reach tourists who wish to prearrange their vacations, Ad-Lit is now expanding into special industrial distribution. Attractive Ad-Lit display racks can be placed in your office, the employee cafeteria, lounge areas or any location where employees will be able to browse for ideas and information. Ad-Lit racks provide another visible and welcome employee service at no expense to the recreation organization.

Ad-Lit specializes in Midwestern and Rocky Mountain information. The company supports the recreation industry in these areas through membership in such organizations as Central Ski Areas Association, Midwest Ski Areas Association, Wisconsin Associations of Campground Owners, and various chambers of commerce. The company is proud to be a part of the National Industrial Recreation Association and looks forward to working with recreation directors in providing information for them and their employee groups.

For further information regarding services of Ad-Lit Distributing Company, Inc. write to Linda Zimmerman at P.O. Box 284, Wisconsin Dells, Wisconsin, 53965 or call her at (608) 254-8770. **rm**

The source of information on employee recreation:



\$45.00 to NIRA members

\$60.00 to non-members

Illinois residents add 5% sales tax
or supply exemption no. _____

Directors' salaries
Cost per employee
Staffing ratios
Capital in facilities
Kinds of programs

Abbott, Langer & Associates
P.O. Box 275
Park Forest, Ill. 60466



by
Melvin C. Byers, CIRA
NIRA Consultant

Q. We have had a question regarding the authority and purpose of our employee association's board of directors, on the one hand, and the club officers on the other. Some of the officers feel there is no real need for a board of directors inasmuch as the officers can carry out the association's policy making requirements. Is there any simple definition of the purpose of each group which we might be able to use? When working with volunteer officers and committees, we have found that some of them feel there are too many restrictions and formal arrangements between them and the association's board. Because of this problem, we are afraid that some of them may become unhappy with their assignments.

A. The board of directors in any business or association is the primary policy making body. It is not expected to carry out the policies nor do the routine work of the organization. Your officers and leaders must handle day-to-day matters within the policies established by the board.

When selecting candidates for the board, attention should be given to the caliber, knowledge and experience of each person considered. A useful cross-section of talents will serve you best. Try to enlist experts, if possible, in finance, organization, law, public relations, communications, accounting, business and government. Board members should be willing to devote the necessary time and effort to give direction, develop policies and formulate guidelines for the organization to follow. The officers of the company or association must be more concerned with the application of board policies by directing both paid and volunteer staff personnel in their assignments.

Each officer of your organization must have a written job description and should be relied upon to carry out the functions outlined in it with some latitude.

Your president, the person responsible for organizational management, must oversee the total operation and be able to delegate assignments to officers and staff for the desired results. The president must serve the membership at large and represent the organization in matters of public relations and membership support. This requires that the president maintain a close relationship with both board and staff. The top officer must be respected by both and able to accomplish the goals and objectives of the entire program with determination and a firm approach without being dictatorial.

The paid staff members of any organization are the workhorses. Only when dedicated personnel can be found for these assignments will there be success and growth in your organization. Without doubt, each staff person must also be experienced in his or her phase of the operation.

Volunteer staff members and committees are another matter. Here, care must be exercised to control performance while maintaining enthusiasm and support. The most effective manner to maintain good organizational structure and accomplish the many tasks required of a good recreation association is to hold officer and staff instructional sessions. Such classes should be held annually, preferably at the time of turnover in officers and board members. Each segment of the various assignments must be thoroughly explained and understood.

Whenever possible, each phase of operations should be described in a manual for the training of new members or replacements. A current case and project file should be kept for reference in making decisions and formulating policies. After each activity or project is concluded, a summary of any problem areas should be recorded in such a file along with circumstances that required special handling or considerations. This record-keeping helps administrators and leaders avoid duplication of problem-causing situations and helps establish procedures to follow in the future.

When drafting board policies and procedures, make sure to spell out the duties of everyone involved. Provide a means by which to remove a non-functioning member and still retain his or her support. Paid staff personnel should be evaluated at least annually and rated in accordance with established written standards. Paid directors or managers should be

continued on following page

YOU READ THE ADS

You read the ads in RECREATION MANAGEMENT not merely because they are attractive, but because they have something to say to you—in word and picture—that is extremely important to you.

The ads are news.

They bring you information about products and services which dependable business firms make available to your program—and which your program needs.

More than that, our advertisers believe that RECREATION MANAGEMENT is an effective selling tool to reach you.

So, when you communicate with them, take a moment to let them know that you appreciate their support of, and participation in, NIRA—and that you read their advertisement in RECREATION MANAGEMENT.

RICHARD M. BROWN, CIRA

President
National Industrial
Recreation Association

Ideas Clinic continued

hired on a contractual basis.

The chairman of the board or personnel committee chairman should conduct an annual evaluation of the director and review it with him or her, setting times and conditions for improvements and complimenting satisfactory and outstanding work. All officers, board members and volunteer staff personnel should have the opportunity to be publicly honored and receive some form of recognition for their time and efforts. Paid staff personnel should be complimented and given opportunities for wage increases or promotions when their performance warrants these benefits.

All personnel, whether hired or volunteer, must use the proper channels of communication and direction in assignments, duties, complaints, suggestions or recommendations. If you make a serious and continuous effort to keep procedures sensible, simple, and consistent, this should not be unduly difficult.

The membership at large cannot be involved directly with the inner workings of the board, staff or committees. Members should be able to channel their requests, suggestions, criticisms, and recommendations through their elected officers, director or manager. Such communications should be acknowledged, considered seriously and acted upon. Avenues of communication with all members and employees should be clearly defined and easily accessible.

Because officers and board members change more frequently than staff personnel, a past presidents advisory committee should be established to review actions and procedures and assist active officers. The advisory committee will assure that all carry-over projects and enacted policies continue to be administered. The chairperson should meet with the director, personnel committee chairman and board chairman each year to review the recommendations and findings of the committee.

Failure to establish management guidelines, job specifications, evaluation procedures, personnel policies and operational inventories will retard the progress of the organization and create substantial problem areas. There is always a danger of your board's over-reacting and involving itself in details of the operation that should be the staff's or volunteer leaders' responsibility. It is the recreation director's responsibility to steer the board clear of such dangerous waters.

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.

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SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT —

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center —

Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.



Productivity and Fitness

The 1978 National Conference

A record high number of delegates returned home after the 1978 NIRA Conference and Exhibit with new ideas and fresh information to improve their employee programs. A new high number of first-time attendees, too, contributed to the vitality of the Dallas event, held May 18–23, 1978.

Delegates arrived at the NorthPark Inn and registered on Thursday, May 18. Golf and tennis tournaments, under the direction of **Troy**

Mauldin and **Leroy Hollins** of Texas Instruments' Texins Association, enrolled more than 50 participants. An afternoon tour of the **Aerobic Center** in Dallas gave Thursday arrivees a glimpse of a top-notch fitness training facility. The official Conference opening that evening took place at **Ranchland**. The working guest ranch served a barbecue dinner and provided dancing and a mini-rodeo for the NIRA crowd.

The 1978 Conference program,

under the chairmanship of **Richard Brown, CIRA** (Texas Instruments, Inc.) placed employee programs in a modern corporate context. This year's Conference theme, "Employee Recreation and Fitness—The Formula for Productivity", set the tone for the six-day event. Educational sessions explored a wide range of recreation and services and their real effect on productivity. Special tours and events throughout the Conference provided first-hand information and entertainment for delegates and their spouses.

The Spouses Program, led by **Rita Ashley** of Dallas, was coordinated with the delegates' events. Many special activities kept spouses busy throughout the Conference. Among them were a tour of Dallas, a varied shopping tour, and a fashion show at the city's famous Bagatelle Restaurant. **Ferdinand Luna** of the Federal Trade Commission in Dallas spoke to spouses about deceptive trade practices on Saturday, May 20. The following day, a panel of four NIRA spouses discussed recreation and employee services from the spouse's point of view. Serving on the panel were **Dominic Bucca, Patricia Compton, Marie McClure** and **Betty Wattenberger**.

* * *



A surprise helicopter ride brought NIRA President **Fritz Merrell, CIRA** (center/right) and his wife, **Virginia** (left) to the NorthPark Inn. Waiting to welcome them were President-Elect **Richard Brown, CIRA** and the Merrells' daughter, **Rita Ashley**.



First-time delegates and Dallas-Ft. Worth members swelled Conference attendance to a record number.

With a record number of hours in the delegates' schedule devoted to educational sessions, the 1978 Conference was most memorable for its professional development program.

On Friday morning, May 19, NIRA delegates breakfasted with members of their own regions. Voting members chose new Directors to serve on the 1978-79 Board of Directors. The new Board is listed on the "Contents" page of this issue. Delegates in Regions II, III and VII also discussed their 1978 regional Conferences, scheduled for this fall. (See "NIRA News".)

James H. Hoke, President of Practical Management Consultants, struck the Conference theme of productivity in his keynote speech, Friday morning. Hoke enumerated the vital elements of any recreation program that succeeds in boosting productivity. Nearly all delegates heard him describe some activities they already offer and several they should plan to provide in the future. Hoke's keynote is published in this issue.

New members and first-time delegates were heartened by hearing NIRA Assistant Executive Director **Michael Brown, CIRA** recall his own bewildering experience as a first-time delegate several years ago. NIRA Vice President of Membership

Ken Wattenberger, CIRA (Lockheed California) assisted Brown with an overview of NIRA services.

The best in our profession took a bow at the annual Management Luncheon, May 19. Heading the list was 1978 NIRA Employer of the Year **John W. Kluge**, Chairman of the Board and President of Metromedia, Inc. Kluge accepted the award for his outstanding executive support of employee recreation and services. The afternoon affair also included the formal induction of new Certified Industrial Recreation administrators (CIRA's) and Leaders (CIRL's). The best of employee programs and activities as well as outstanding individual contributors to the profession received their awards at the Luncheon as well.

Also on May 19, the NIRA "Swap Shop" opened with a room full of publications donated by member companies. Delegates visited the "Swap Shop" throughout the Conference to review other organizations' programs and discuss common interests with fellow delegates. Many delegates tried clay target shooting for the first time, Friday, at the Texins Rod and Gun Club, courtesy of **Remington Arms**. On Friday, too, the grand opening of the Exhibit Hall gave delegates and exhibitors their first opportunity to meet personally. The exhibit hall

opened periodically throughout the Conference, with enough time allowed for every delegate to meet every exhibitor.

* * *

Physical Fitness Institute Day

Saturday, May 20 was devoted to the hottest issue before employee recreation and services professionals today: employee fitness programs. Six sessions, under the chairmanship of **Ken White, CIRA** (Rockwell International) gave delegates a comprehensive introduction to fitness programs and their effect on productivity. Sessions ran, for the most part, concurrently with other activities. They covered:

- "Employee fitness and its Effect on Productivity," an introductory session, feature **Russell Harris**, Executive Director of the Houstonian Foundation. The Houstonian is a progressive fitness and productivity study center in Houston, Texas.

- **Dr. Pat Ryan**, Associate Executive of the Town North YMCA in Dallas, gave delegates an insight into cooperative recreation and fitness possibilities with local "Y's" in his session entitled "YMCA Fitness Programs in the Industrial Setting."

**continued
on following page**

National Conference continued

- "Selling an Exercise Program to the Corporation and its Executives" was the important topic covered by **David Culbertson**. An Executive Vice President of Xerox Corporation, Culbertson told delegates what sold him on such a program.

- Ken White, CIRA gave delegates an excellent insight into the "Components and Staffing of a Fitness Program." His remarks were condensed for an article in the July 1978 issue of *RM*.

- Keynoter James Hoke played a wild card for his contribution to the Fitness Institute. In his session on "Stress Elimination," Hoke demonstrated the effects of hypnotic suggestion. In a session that was the highlight of the program for many delegates, Hoke led several hypnotized delegates through an imaginary horse race in which their wildest hopes were raised and dashed before the incredulous NIRA audience. The session demonstrated the tremendous power of the mind over the body. Hoke will elaborate on the topic as it relates to stress at the October 4 Region III Conference in suburban Chicago.

- **Dr. Jim Key**, an orthopedic surgeon, gave a layman's introduction to the "Medical Considerations in an Employee Fitness Program." Key, who has worked with professional athletes as well as participants in employee fitness programs, explained the benefits and potential hazards of fitness training.

Delegates were faced with difficult choices Saturday, for several interesting educational sessions ran concurrently with the Fitness Institute.

A benefit analysis of the industrial recreation setting was presented a series of papers Saturday afternoon. Much of the material presented will be published in *Recreation Management*, beginning with this issue. A panel of recreation professionals and researchers at the session defined accountability, explained how administrators and leaders must be evaluated against accountability standards, and gave a case history of an employee interest survey done for the Xerox Recreation Association. Participating in the session were **William DeCarlo**, CIRA of Xerox

Corp. With him were **Robert Wanzel, Ph.D.**, a professor with Laurentian University in Ontario, and **Michael Whitlock** and **David Groves, Ph.D.** of the State University of New York at Brockport.

Also on Saturday, a panel of legal and recreation experts discussed legal considerations in recreation programs. They answered delegates' questions on liability, taxes and other topics of immediate concern to recreation directors. In a related session, **Carole Allen**, CIRA (Naval Air Station, North Island) and **Alan Benedeck** (Allstate Insurance Co.) outlined pending legislation which could affect employee programs. **Monte Huffman** of Cummins Engine Co. and **Bernie Watts** from Goodyear Tire and Rubber Co. cooperated on a session about recreation and labor unions. Both men have dealt extensively with unions in their programs. **Stephen Waltz**, CIRA, NIRA Vice President of Tournaments and Services, gave first-time delegates a description of the services he administers.

* * *

Sunday, May 21, opened with the traditional CIRA/L breakfast. The certified elite's gathering this year included a business meeting of the National Industrial Recreation Research and Education Foundation (NIRREF) in which all CIRA's hold voting membership. Under the chairmanship of Bill DeCarlo, CIRA, the group elected a new Board of Trustees for a series of staggered terms:

One Year

Roy McClure, CIRA
Lockheed Georgia Co.

Two Years

Richard Wilsman, CIRA
Johnson Wax

Arthur Conrad, CIRA
Flick-Reedy Corp.

Three Years

Robert Wanzel, Ph.D.
Laurentian University

David Groves, Ph.D.
State University of New York



Voters reviewed election rules before casting their ballots for Association officers at the Annual Meeting.

Four Years

Edward Hilbert, CIRA

Battelle Memorial Institute

Nelson Ellsworth

Province of Nova Scotia

The certified professionals and leaders also elected **John Tutko, CIRA** (Headquarters, U.S. Air Force) to another term as CIRA/L Director.

All delegates gathered later Sunday morning for the Annual Meeting and election of officers. The voters elected **Kirt T. Compton, CIRA** (Eastman Kodak) as President-Elect. He joined the Board immediately and will take office as 1979-80 NIRA President next May. Elected for two-year terms were Vice President of Finance **Jerre Yoder** (General Dynamics, Ft. Worth), Vice President of Public Relations **Arthur Conrad, CIRA** (Flick-Reedy Corp.), and Vice President of Research and Education **Edward Hilbert, CIRA** (Battelle Memorial Institute).

On Sunday afternoon, delegates toured two of the finest employee recreation facilities in North America. **Texas Instruments** in Dallas and **General Dynamics** in neighboring Ft. Worth opened their doors to NIRA visitors. Programs at both facilities have earned the NIRA/Citizens Savings Awards for overall excellence. In the evening, delegates became kids again as they enjoyed an evening, including a chicken dinner, at **Six Flags Over Texas**.

* * *

Monday, May 22 offered NIRA people a smorgasbord of practical, how-to sessions. **Chris Deleporte**, Director of the U.S. Heritage Conservation and Recreation Service, gave government's perspective on public/private/industry/community cooperation for recreation. **Art Berman** of Worldways/Hawaiian Holidays did a reprise of his popular and informative 1977 session on the "alphabet soup" of group air travel options. **John Hill, M.D.** of Kodak Canada and **Kay Simmons** of the American Lung Association teamed

**Continued
on following page**

Kluge accepts top 1978 honors as NIRA Employer of the Year



John W. Kluge (right) received the highest executive award for employee recreation and services from 1977-78 NIRA President Fritz J. Merrell, CIRA. Kluge's acceptance opened the May 19 NIRA Awards Luncheon.

John W. Kluge accepted NIRA's highest individual honor as Employer of the Year at the 1978 Management Luncheon, May 19. Kluge is Chairman of the Board and President of Metromedia, Inc., the leading non-network broadcasting group in the United States.

"I am pleased and honored to accept this award," said Kluge. "Metromedia has always encouraged organized recreation and entertainment activities among its employees. You might say it's a 'natural' for us because so much of our business centers around providing others with entertainment and recreation.

"Our people are very important to us. Because we are a services company and a good deal of our work is creative, our principal assets are the ideas, talents and experience of our employees. We are a company of some 4,300 men and women deployed in 10 different divisions and subsidiaries with major operating units in many cities throughout the United States. Our organized recreation includes some 50 teams engaged in athletic competition both within the company and with other 'outside' teams. In addition to this, there are numerous organized tournaments in virtually every sport.

"Metromedia has encouraged this activity, but I am particularly pleased to note that the impetus has come from our employees themselves. Our people want to enjoy themselves. I think this is a very positive indication."



NIRA delegates tried calf roping in Ranchland's corral.



Six Flags served a fried chicken dinner for NIRA delegates before they toured the famous theme park near Dallas.

up for a session on alcohol, drug and tobacco counseling. A panel of NIRA members, including **Elizabeth Burchard, CIRA** (Northwestern Bell), **Frank Havlicek** (Motorola) and **Bobbie Hildenbrand** (Nationwide Insurance) gave some home office pointers on working with branch plants. Urban recreation directors **Gloria Boyles**, (Union Carbide) of New York and **Susan Siwicki, CIRA** (Bankers Life and Casualty Co.) from Chicago teamed for a session on recreation programs in the city. Experienced Industrial Recreation Council leaders explained the benefits of council affiliation. Included on the panel were **Jim Gibbons** of the Dallas-Ft. Worth Metroplex Recreation Council; **Tim Shroyer, CIRA** of the Dayton Industrial Athletic Association; **Phyllis Smith, CIRA** of the Orange County IRC and **Andy Thon** from the Milwaukee IRC. Delegates who attended the 1977 Region II Conference and Exhibit last fall were happy to meet **Jack Baughn** again at the Dallas Conference. Baughn, who is Vice President of Personnel for Nationwide Insurance, gave delegates a top management perspective on recreation and employee services. Baughn's 1977 remarks are published in the December/January

1978 issue of *RM*.

The Monday afternoon Awards Luncheon acknowledged the winners of NIRA tournaments and contests, including top shooters in the NIRA/National Rifle Association Rifle/Pistol Tournament. Abundant exhibitor door prizes were presented with good humor by **Mary Graziano** of Prudential Insurance Co. and **J. D. Hamilton** of Goodyear Atomic Corp.

Monday evening saw 1977-78 NIRA President **Fritz J. Merrell, CIRA** (Olin Corp.) present his gavel to 1978-79 President **Richard M. Brown, CIRA** (Texas Instruments, Inc.). The occasion was the annual President's Ball, honoring both men. **Dick Zaborski** of Pabst Brewing Co. emceed the festivities.

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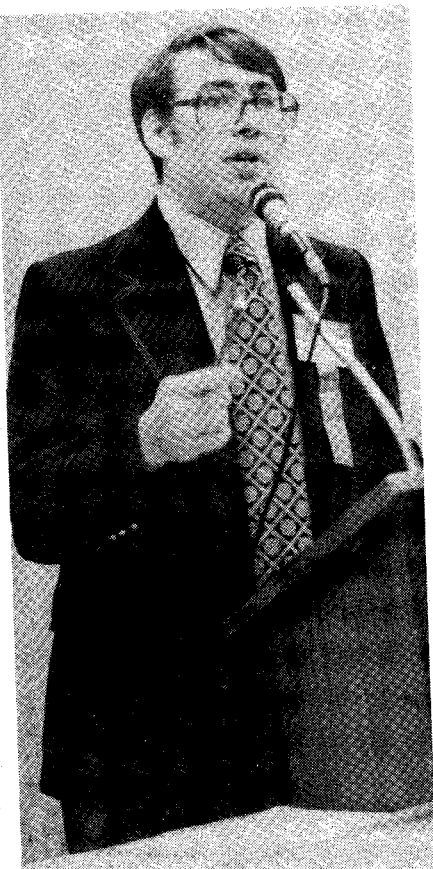
Tuesday, May 23 opened with a morning session on successful publicity techniques featuring NIRA Consultant **Melvin Byers, CIRA** and **Joe Smith, CIRA** of Puget Sound Naval Shipyard. NIRA Past President **Edward Bruno, CIRA** of 3M Company offered a session on income sources, while **Bill Bruce** of Motorola chaired a session on liability in recreation programs.

Concurrent workshops for the remainder of the morning revolved around programming questions. Delegates had their choice of three different workshops, determined by size of company. Moderators for the three sessions were **Don Jones, CIRL** (Cabrillo Medical Center), **Bill O'Keefe** (Falk Corp.) and **Alice Bucca** (Digital Equipment).

1978-79 NIRA President **Dick Brown, CIRA** brought the 1978 Conference to a close late Tuesday morning with a call for professionalism, both in the field of employee recreation, fitness and services and in NIRA itself.

"Recognize your importance to your organizations," Brown told the delegates. "Stay abreast of the latest developments in our field and make an effort to meet other professionals to exchange ideas. This Conference is evidence of how much we can accomplish toward that goal," he concluded.

President-Elect **Kirt Compton, CIRA** took the podium at the concluding moment to invite the delegates and spouses present, as well as all NIRA members, to the 39th Annual NIRA Conference and Exhibit, May 17-22, 1979 at the Americana of Rochester, New York.



David Groves discussed research.



James Hoke (standing) hypnotized four willing delegates.



CIRA's and CIRL's met over breakfast.



Fitness equipment and programs interested all delegates.



Delegates' questions sparked educational session discussions.

National Conference continued



The program allowed time for every delegate to meet every exhibitor.

Our thanks to the following suppliers who donated prizes for the 1978 Conference and Exhibit:

Awards by Kaydan
American District Telegraph
Beach Club Hotel
Bronson Pharmaceuticals
Caruth Properties of Florida
Costa Line, Inc.
Detect-A-Tronics, Inc.
Encyclopaedia Britannica
Golf Digest/Tennis Digest
Groups International, Inc.
International Travel Card, Inc.
King Louie International, Inc.

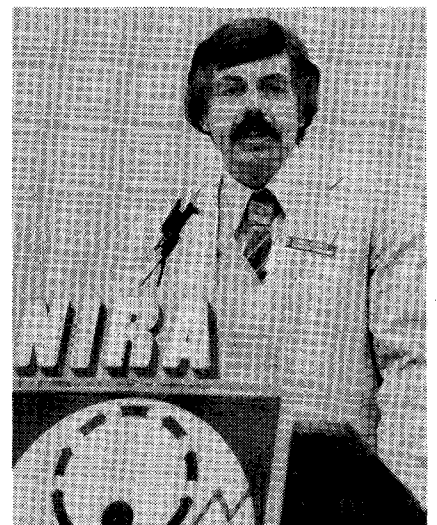
Magic Kingdom Club
Medical Datamation, Inc.
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Nautilus Equipment, Inc.
Remington Arms Company, Inc.
Shanker Industries, Inc.
Stars Hall of Fame
Tides Hotel and Bath Club
Trailways Tours, Inc.
Travelodge International, Inc.
World Golf Association
Worldways/Hawaiian Holidays



Dancers enjoyed the Presidents' Ball.



1979 Program Chairman Steve Edgerton, CIRA (center) with Richard Brown, CIRA (right) and NIRA Executive Director Patrick Stinson.



President-Elect Kirt Compton, CIRA invited delegates to Rochester. RM

1977-78 BOARD OF DIRECTORS SPRING MEETING

The 1977-78 NIRA Board of Directors held its final meeting May 18, 1978 at the NorthPark Inn, Dallas, Texas. NIRA's governing body directed its attention to streamlining Association operations and planning for future growth.

Vice President of Finance **Jerre Yoder** (General Dynamics) noted that the recent audit report filed by LaFrance, Walker, Jackley and Saville was favorable. The Finance Committee recommended that new efforts be made to identify and develop more potential associate members, advertisers and exhibitors whose products and services will be useful to NIRA members.

Educational materials for recreation administrators have been a major concern of the Board over the past year. Vice President of Research and Education **Edward Hilbert, CIRA** (Battelle Memorial Institute) brought the Board up to date concerning the college textbook in preparation (story, page 4). **William DeCarlo, CIRA** (Xerox) Chairman of the National Industrial Recreation Research and Education Foundation, reported that a revised "Annotated Bibliography" for employee recreation is available at NIRA headquarters.

Regional organization efforts have accelerated in the past year, according to Vice President of Regional Management **Al Ward, CIRA** (Owens-Corning Fiberglas). Ward commended Regions II, III and VII for their 1977 Conferences and offered several alternative approaches for other regions that hope to hold their own meetings. Following the lead of Region III, said Ward, other regions could stage one-day seminars on particular aspects of employee programs. Regions whose resources are limited or that happen to have relatively few Industrial Recreation Councils, he continued, may want to join forces for a combined effort. Ward's committee, with the assistance of the NIRA staff, will continue to produce materials to assist members with regional meeting plans.

Future growth depends upon getting out the word not only about NIRA but also about the need for employee programs in general. To help members promote the Association, the Public Relations Committee, under Vice President **Art Conrad, CIRA** (Flick-Reedy Corp.) directed the preparation of a speaker's kit. The kit, now available from NIRA headquarters, includes information about NIRA as well as general background materials on employee programs and supporting statements from business and industry executives.

The entire Board complimented NIRA Secretary **Elizabeth Burchard, CIRA** (Northwestern Bell) on her preparation of the first "Annual Report". The 27-page publication was included in all delegates' packets.

NIRA Membership increased in almost all areas during the Board's term, according to Vice President of Membership **Ken Wattenberger, CIRA** (Lockheed Employee Recreation Club). The increase is due, in large

measure, to the growth of Industrial Recreation Councils in several cities. The Board adopted a new set of guidelines for their organization and development.

Immediate Past President **Roy McClure, CIRA** (Lockheed-Georgia) told the Board that too few NIRA members are willing to run for Association offices. As chairman of the Nominations and Elections Committee, McClure reported that his committee had contacted many nominated members, searching for candidates for NIRA Executive Committee positions. All but one candidate in each category declined nomination, because (1) they lacked company support or (2) they were reluctant to run against anyone else. The first problem is one we should work throughout the year to correct, said McClure. The second, however, is a poor reason for not becoming involved and one that can only reduce the Association's effectiveness for all members. McClure praised the qualifications of every candidate who accepted nomination, but emphasized strongly his feeling that NIRA voters deserve a choice in every election.

The most lengthy report of the meeting came from Vice President of Tournaments and Services **Stephen Waltz, CIRA** (Cummins Engine Co.). The information he summarized for the Board has appeared in his regular column, "Tournament News", throughout the year.

Professional certification standards may become more stringent in coming years, according to CIRA/CIRL Director **John Tutko, CIRA** (Headquarters, U.S. Air Force). Tutko told the Board that industrial psychologist John Rapporlie will review the qualification criteria, procedures and examination for Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). His recommendations may be incorporated in an improved certification program. Tutko also announced the resignation of **Daniel Archibald, CIRA** (Fluor Corp.) as Editor of the *CIRA Informer*, the official newsletter for certified administrators. NIRA Secretary Elizabeth Burchard, CIRA will assume editorial duties for the quarterly publication, beginning with its Fall 1978 edition.

Future national Conference sites have been chosen through 1982, according to **Richard Brown, CIRA**. Reporting as Chairman of the Site Selection Committee, Brown listed the following choices for upcoming Conferences:

May 1979 Rochester, New York
May 1980 San Diego, California
May 1981 Midwest (City undecided)
May 1982 Orlando, Florida

The first meeting of the 1978-79 Board of Directors will be reported in the September issue of *RM*. The next scheduled meeting of the Board will be October 9-10, 1978 in Halifax, Nova Scotia.

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1978 NIRA Award Winners

Employee organizations large and small carried home awards from the 37th Annual NIRA Conference and Exhibit last May. NIRA Awards, the only honors exclusively for our field, recognize excellence in programming, promotion and service. Winners gain international prestige for their organizations and corporate-wide recognition for their contributions to good employee relations and high productivity.

EMPLOYER OF THE YEAR

*For outstanding executive support
of employee recreation, fitness and services*

John W. Kluge

Chairman of the Board and President
Metromedia, Inc.
New York, New York

CERTIFICATE OF EXCELLENCE

For excellence in specific employee activities

Eastman Kodak Company

Rochester, New York
Activity: Retirees Club
Kirt T. Compton, CIRA

General Dynamics, Ft. Worth Division

Ft. Worth, Texas
Activity: Basketball
Jerre W. Yoder

Honeywell, Incorporated

Phoenix, Arizona
Activity: Western Days
Audry Riggs

Kaiser Steel Corporation

Fontana, California
Activity: Program for the Handicapped
Noel J. Rentz, CIRA

NIRA/CITIZENS SAVINGS AWARDS

For excellence in overall employee programs

More than 10,000 employees

Cummins Engine Company

Columbus, Indiana
Stephen D. Waltz, CIRA

5,000 to 10,000 employees

General Dynamics Recreation Association

Ft. Worth, Texas
Jerre W. Yoder

NIRA/CITIZENS SAVINGS

Honorable Mention

State Farm Insurance Company

Bloomington, Illinois
Flores Hess

Lockheed California Company

Sunnyvale, California
Activities: Ethnic Cultural Event
Golf
Kenneth Leonard

Phillips Petroleum Company

Bartlesville, Oklahoma
Activity: Volleyball
Howard Heuston

Texas Instruments, Incorporated

Dallas, Texas
Activity: Camera Club
Richard M. Brown, CIRA

Western Electric

Columbus, Ohio
Activity: Under the Christmas Tree
Robert L. Thurman

Xerox Corporation

Webster, New York
Activity: Ski Club
Stephen Edgerton, CIRA

CERTIFICATE OF EXCELLENCE Honorable Mention

Eastman Kodak Company

Rochester, New York
Activity: Spring Show
Kirt T. Compton, CIRA

Eli Lilly & Company

Indianapolis, Indiana
Activities: Men's Golf Club
Men's Softball
Vagabond Camper Club

William Perry

First National Bank in Dallas

Dallas, Texas
Activity: First's Finest/Outstanding Service
Cheryl H. Jones

General Dynamics, Ft. Worth Division

Ft. Worth, Texas
Activity: Soccer
Jerre W. Yoder

Nationwide Insurance Company

Columbus, Ohio
Activity: Nationwide at County Stadium
Bobbie Hildenbrand

Solar Division, International Harvester Company

San Diego, California
Activities: Garden Club
Rockhound Club
Ellis Rhodes, CIRA

PROMOTIONAL AWARDS

For outstanding publicity materials

(1) Handbooks, brochures, guidebooks, directories

First Allstate Insurance Company
Northbrook, Illinois
"Happenings"
Alan Benedeck

Second Battelle Memorial Institute
Columbus, Ohio
"Better Health"
Edward C. Hilbert, CIRA

Third Texas Instruments, Incorporated
Dallas, Texas
"Activities and Facilities Directory"
Richard M. Brown, CIRA

(2) Publicity for individual activities

First General Dynamics, Ft. Worth Division
Ft. Worth, Texas
"Tennis"
Jerre W. Yoder

Second Lockheed California Company
Sunnyvale, California
"Moon Fest"
Kenneth Leonard

Third FMC Corporation Central Engineering Labs
Santa Clara, California
"Bakeoff"
Joan Genna

(3) Miscellaneous publicity category

Allstate Insurance Company
Northbrook, Illinois
"Skiing"
Alan Benedeck
Battelle Memorial Institute
Columbus, Ohio
"Travel and Leisure"
Edward C. Hilbert, CIRA

Bethlehem Steel Corporation
Chesterton, Indiana
"BHAA"
John Bowman, CIRA
Eastman Kodak Company
Rochester, New York
"KPAA"
Kirt T. Compton, CIRA

E.I. Du Pont De Nemours & Company
Wilmington, Delaware
"Focus"
Elizabeth Sweigart

Fluor Engineers and Constructors, Incorporated
Irvine, California
"This FERA"
Daniel L. Archibald, CIRA

Southern California Edison Company
Rosemead, California
"Newsletter"

Robert D. Gardner, CIRA
Yellowstone National Park
Lance Pauley

1978 Certification Honor Roll

NIRA recognizes highly accomplished employee activities administrators and leaders through the only certification program in this field. Under the administration of CIRA/CIRL Director **John G. Tutko, CIRA**, the program honored twenty-one newly qualified members at the 37th Annual NIRA Conference and Exhibit, May 19, 1978. All are listed below.

A Certified Industrial Recreation Administrator (CIRA) must have professional status as a paid employee recreation administrator at the time of application. He/she must pass a written examination established by the NIRA Certification Committee. He/she must also have (1) five years' experience as recreation

administrator or supervisor with a minimum of one year in employee recreation or (2) a baccalaureate degree in industrial recreation or a related field and one year's experience in employee recreation or (3) a baccalaureate degree and three years' experience in employee recreation.

To qualify as a Certified Industrial Recreation Leader (CIRL), an applicant must have status as a volunteer employee recreation leader at the time of application. In addition, he/she must have three years' documented experience as a volunteer employee recreation leader with total responsibility for the development and administration of an employee recreation program.

John Barth, CIRA

Maryland Cup Corporation
Owings Mills, Maryland

David Berger, CIRA

Los Angeles Postal Employees
Social and Recreation Committee
Los Angeles, California

Fred Cione, CIRA

Leeds & Northrup Company
Philadelphia, Pennsylvania

Jacquin Daoust, CIRA

General Dynamics, Pomona Division
Pomona, California

Gregory Demko, CIRA

Interior Department Recreation Association
Washington, D.C.

Stephen Edgerton, CIRA

Xerox Corporation
Webster, New York

Dale Hails, CIRA

Dominion Foundries & Steel Corporation
Hamilton, Ontario

Maxine Haun, CIRA

Rockwell International Autonetics Group
Anaheim, California

Ron Jefferson, CIRA

Town of Bridgewater
Bridgewater, Nova Scotia

Ron Lewis, CIRA

Philip Morris, Incorporated
Richmond, Virginia

A. Jody Merriam, CIRA

Office of Parks & Recreation
Oakland, California

Thomas Oswalt, CIRA

Honeywell, Incorporated
Minneapolis, Minnesota

Robert Pindroh, CIRA

The Ralph M. Parsons Company
Pasadena, California

David Rigglesford, CIRA

Eastman Kodak Company
Rochester, New York

Susan Siwicki, CIRA

Bankers Life & Casualty Company
Chicago, Illinois

J. D. Smith, CIRA

General Dynamics, Ft. Worth Division
Ft. Worth, Texas

A. C. "Al" Ward, CIRA

Owens-Corning Fiberglas
Toledo, Ohio

* * *

Sharon Cline, CIRL

Blue Cross of Northern California
Oakland, California

Jacob Schilz, CIRL

First Wisconsin National Bank
Milwaukee, Wisconsin

Brooks Vinson, CIRL

Jet Propulsion Laboratory
Pasadena, California

Elizabeth Woodard, CIRL

Wells Fargo Bank Club
Berkeley, California



The 1978 class of Certified Industrial Recreation Administrators. Standing (left to right): Thomas Oswald, A. C. Ward, John Barth, Jody Merriam, Jacquin Daoust, Stephen Edgerton, David Rigglesford and Dale Hails. Seated (left to right): Ron Lewis, J. D. Smith, Susan Siwicki, Robert Pindroh and Gregory Demko.



New Certified Industrial Recreation Leaders (left to right): Elizabeth Woodard, Sharon Cline, Brooks Vinson and Jacob Schilz. RM

professional services directory

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From an educational session
1978 NIRA Conference and Exhibit

Productivity: What is your organization doing about it?

by James H. Hoke

You can improve productivity for your organization through employee recreation, fitness and services. That is your most important function. You know it and your employer should know it. But until the two of you get together on some basic points, you may be doing only half a job. You need to know what you can accomplish and your boss needs to know what you require to get the job done. Let's look at the basics. Call this a shopping list of essential elements for a successful, productivity-raising program.

Organized recreation program

Without company organization and planning for the positive "re-creation" of an employee's leisure time, there is no acknowledged concern for his/her emotional welfare, nor is there any visible gratitude from an involved employer to a productive employee. Employees notice such concern—or lack of it—and that affects their productivity for the company.

"Play is for kids"

There are still plenty of people who think that work is man's purpose in life. "All work and no play makes Jack" is a poor company ideal. All work and no play makes Jack a dead vice president.

Leisure relationships

Recreation can develop camaraderie with team activities which draw employees closer together. Work routine contact is often too artificial and impersonal for totally efficient productivity. People who play together really do tend to stay together.

Volunteer help

The recreation director must encourage employee involvement in, and sharing of, successful program planning. Inadequate staffing can ruin a great paper-planned program. Use your volunteer's talents. Give people a chance to do whatever they do best to support the program. Help them feel needed and appreciated.

Company awareness of recreation's value

Corporations must value and recognize the responsibilities employees accept beyond the job. Participation in planning, personal achievement and the pride in competition all contribute to employee development and loyalty. The recreation director must demonstrate the productive, profitable value of these benefits. The company, in turn, must recognize the recreation director's contribution as a profit-maker.

Recreation facilities

The absence of facilities for employee relaxation and recreation shows a lack of commitment to employee welfare. It is also an unspoken threat. It says, "We care about you only as a cog in the corporate machine." It also deprives employees of the "home field" gratification and the ego trip of showing off their company's park or gym to friends and family members.

Health education

Quality people produce quality work. Realistic, workable help to stop smoking, lose excess weight, control drinking and drug use, improve fitness and build a positive self-image can only produce a quality employee.

Stress reduction

When employees' productivity is reduced by stress-related problems, a smart company offers assistance. Companies need stress identification and relief programs to prevent and/or diminish stress-related problems such as fatigue, headaches, ulcers, strokes, colitis, and more. Stress aggravates hypertension, a leading cause of heart attacks and sudden, premature deaths. An investment in stress education is an investment in a healthy, productive workforce.

Fitness training

If your employee health insurance costs have increased by 100% or more in the past five years, healthier employees could bring the premium down. More importantly, it will cut absenteeism and reduce turnover due to illness and premature death. The company must encourage employees to plan for health, rather than pay for disease.

Fulltime recreation director

Programming that relies on volunteers exclusively or on a staff member who takes it on as a secondary responsibility will give your company second-rate results. A top-flight recreation director with full management support will produce a high profit product. You do, very simply, get what you pay for.

Qualified recreation director

The company's investment in recreation, fitness and services must be in the hands of a qualified recreation director. A first-rate director will have experience in sports, education in recreational planning, and a lively imagination. He or she will also be willing to accept new ideas and program innovations. The director should also be a participant in the recreation program.

Educational support

The company must help the recreation director to attend educational seminars and belong to organizations such as NIRA to enhance his or her productivity. Without such input, the recreation program may be in the black; but the director will certainly be operating in the dark. Management must encourage you to learn if it wants your efforts to earn for the company.

Top management support

Top executives must lend their expertise and prestige to the employee activities program if it is to be truly meaningful. The obvious approval and *involvement* of all levels of management eliminates the token crumbs of support left by many companies on the steps of the executive suite.

Spouse-company allegiance

A perceptive recreation director will produce several

couples' activities yearly, to avoid job jealousy and fantasies of unknown "company people" that can build home life resentments. Ego stroking should be planned two-deep for any married employee.

Recreation information central

The recreation director must provide information to employees about nationwide recreation opportunities. This gives people a feeling of "bigness" and national involvement. When you add discounts, it also gives them more buying power, courtesy of the company, at no expense to the company.

Accurate activity records

Keep accurate records and use them to demonstrate the effectiveness of your program—and improve it where necessary. Complete financial records assure employee trust and confidence in the company's integrity and your program's strength. Solid activity records are necessary to set standards, evaluate participation, plan budgets, stimulate yearly competition and supply historical reference.

Communication tools

Communication is the key to successful programs and the sharing of common interests among employees. All levels of employees, management and top executives must hear and see your message. The death sentence for your program is to assume that all employees know...even worse, to assume that they have been motivated to care.

Workaholic recreation

There must be strong company encouragement to make the workaholic "re-create" to keep his or her battery charged with relaxing leisure activities. This effort may even include forced vacations. To let an employee run in passing gear all the time will result in poor mileage and an empty desk.

Teamwork plan for work and play

Employee recreation, fitness and services programs allow varied group efforts that translate into teamwork and *esprit de corps* at work as well as at play. Money cannot buy at any price the intertwined emotional commitments that employee activities create.

Recreation directors can be among the most productive and productivity-raising members of the management team. It is up to top management to recognize and use their full value in real bottomline terms. It is up to the recreation director to exercise that potential.

James H. Hoke is President of Practical Management Consultants in Southfield, Michigan. He specializes in stress relief and employee motivation programs.

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Employee Recreation**

Official Directory of
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Administrators and Leaders



W*HO'S WHO in Business, Industry and Government Employee Recreation* recognizes the finest administrators of employee recreation and service programs. The men and women listed in the first edition are Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's). They have met strict criteria for professional excellence under the only existing certification program for employee recreation specialists.

Who's Who . . . lists every CIRA and CIRL of record on the publication date. In biographical sketches, the directory outlines

the educational and professional accomplishments which distinguish the members of this select group.

The first publication of its kind, *Who's Who . . .* is available on a limited basis to NIRA members, interested recreation professionals, educational institutions and libraries. The cost, including postage and handling, is \$7.50 per copy.

To order your copy of *Who's Who . . .*, write to Patrick Stinson at the NIRA office, 20 N. Wacker Drive, Suite 2020, Chicago, Ill. 60606 — Phone (312) 346-7575.

meet your board



Cheryl H. Jones was elected to a two-year term on the NIRA Board of Directors by her Region VI constituents last May. She had completed a one-year term as Senior Director for 1977-78.

Jones is Coordinator of the First Dallas Club, the employee association for the First National Bank in Dallas. Her volunteer leadership of the Club led to the creation of her fulltime professional position in December 1977. Jones is active in the Dallas-Ft. Worth Metroplex Recreation Council (MRC) as Vice President of Programs. She serves on the Board of Directors for the American Institute of Banking, Dallas Chapter and is active in several Dallas-area community service organizations.



Ron Lewis, CIRA joined the NIRA Board for the first time last May when Region IV voters elected him Junior Director. He will automatically become a Senior Director at the NIRA Conference and Exhibit in May 1979. Lewis was formally inducted as a Certified Industrial Recreation Administrator (CIRA) during the week of his election in Dallas.

Lewis is Manager, Employee Benefits and Activities for Philip Morris, the famous tobacco company in Richmond, Virginia. He has been an active member of NIRA since joining the Association in 1974. He is also a member of the International Foundation of Employee Benefit Plans and holds leadership positions in several Richmond-area service groups. He earned a B.S. in Business Administration from the State University of New York.



Robert McCray moved from Junior Director to a senior position on the NIRA Board last May. He began his two years as a representative from Region VII in May 1977.

McCray has devoted the time and expertise to become a regional and national NIRA leader on a volunteer basis. Professionally, he is Distribution Manager for Coca-Cola Bottling Company in San Diego, California. He has been involved with the San Diego Industrial Recreation Council for ten years, two of them as the group's President. He served on the committee that framed the governing body and policies for his region, the most active in the Association. McCray is active in several school, community and athletic organizations.

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nira calendar

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton — (213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill — (312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall — (614) 891-8121.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons — (214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA — (513) 445-5000.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid — (713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J.W. "Bill" Wabler — (513) 228-3171.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau — (313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme — (202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida — (213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon — (414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles — (212) 551-3201.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month- except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA — (714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner — (602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Bob Barlow — (714) 236-5717.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA — (419) 475-5475.

Region II will hold its second annual Conference and Exhibit October 26-28, 1978 at the Ramada Inn Southwyck, Toledo, Ohio. Contact Al Ward — (419) 248-8132.

Region VII will hold its 28th annual Conference and Exhibit, September 28-October 1, 1978 at the Sheraton Universal Hotel, North Hollywood, California. Contact Bill Ranney — (213) 764-0025.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office — (312) 346-7575.

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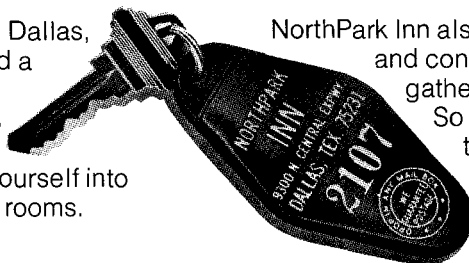
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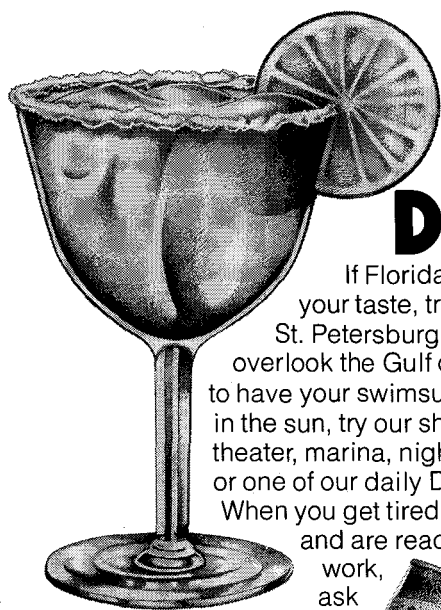
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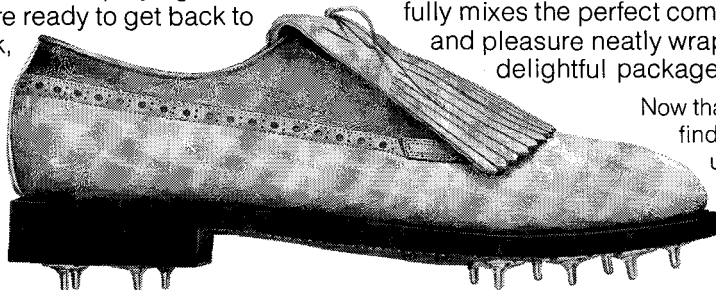
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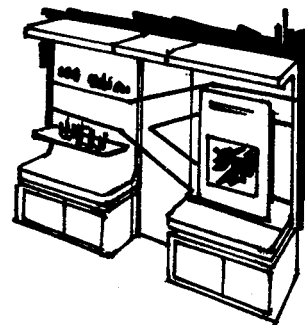
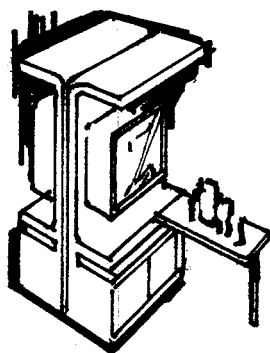
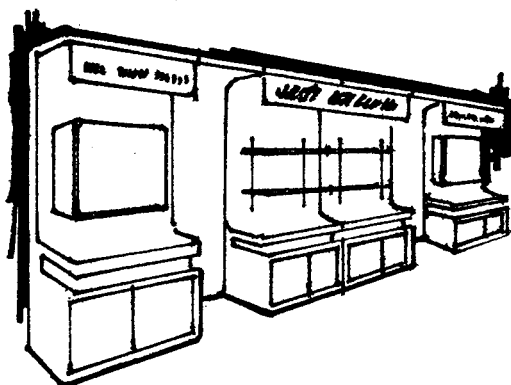
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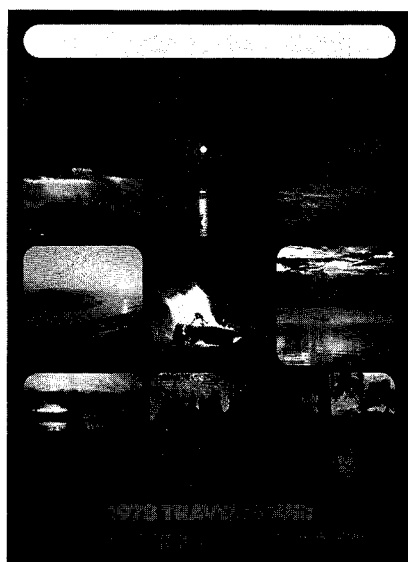
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CIRCLE READER SERVICE CARD NO. 28

about the cover



Economical vacation opportunities await employee groups and families throughout the United States. In the off-season, crowds disappear and rates drop significantly. Any employee recreation office can offer ideas and information on off-season vacation bargains. Many also offer discount programs and plan employee tours. Read this month's cover story for fresh, money saving ideas on off-season travel destinations.

Cover courtesy of the United States Travel Service.

Next month: Hobbies/Social Events

The NIRA President would like a word with you . . .

...about justifying your program

Many of us feel, from time to time, that management does not appreciate the value of employee programs. We become irritated and frustrated if those who hold the purse strings demand documentation of our seemingly intangible effect on productivity. When we do strive to publicize our contributions, we tread a fine line between conscientious support for our own programs and the appearance of self-promotion.

In spite of these problems, it is essential to justify your program in terms that management accepts. It is possible to demonstrate that employees want it and are more productive because of it. You can prove that experienced and impartial observers rate it highly. You should be able to show that your program reflects well on your employer's corporate image.

Like any other administrator, you are accountable to management for producing results that justify the company's investment in your area. Unlike your peers in other departments, however, you may be forced repeatedly to justify the very existence of your program. Welcome the opportunity to do so and be prepared to substantiate your arguments with hard data.

Quantify your progress at every opportunity. Maintain accurate records for your own reference and to form the basis of regular reports to management.

Prove your program's importance to employees in terms of their participation. Has the number of clubs or the size of your total membership in-



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

creased? Have you received more inquiries about activities? How many employees took advantage of discount programs in the last twelve months? How many enrolled in your fitness program? How many have kicked the tobacco habit through your stop-smoking clinics or given blood in your cooperative donor program?

Promote the program's value to management in terms of lower overhead and increased productivity. Conduct research in cooperation with the personnel or industrial relations departments, whose interests are served by your success. Compare attendance and turnover figures before and after the introduction of the recreation pro-

gram, or a major new activity. Study the effect of the fitness program on its participants' health, attendance, productivity and attitude toward the company.

Maintain and use all the supportive information about your program that you can collect, internally. But do not stop there. Management may be even more impressed by recognition that comes from outside the company. The first place to turn for public commendation is your professional association, NIRA.

Enter the annual NIRA Awards competition. Awards categories and standards are structured to assure that programs of all sizes and levels of funding are competitive. You lose nothing by entering and you stand to gain the highest honors in our field.

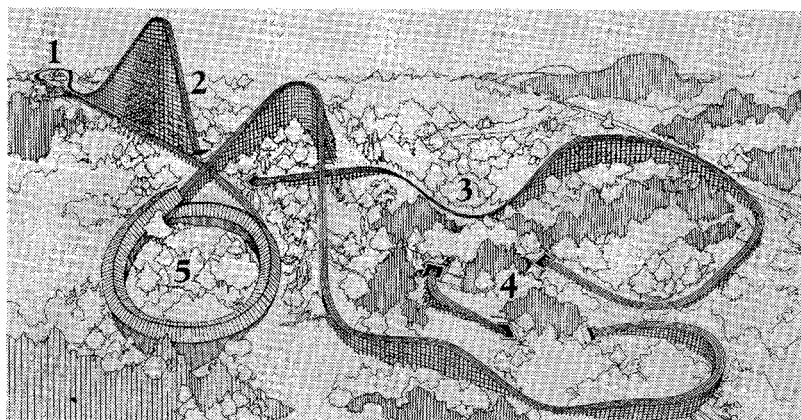
Discuss your program with the Association's Editor. An article in a NIRA publication will bring favorable national publicity to your program. Similar coverage in local or national news media further enhances your program's contribution to your employer's progressive corporate image.

Management has a legitimate interest in demanding justification for employee recreation, fitness and services programs. It is up to us to answer that demand with evidence that not only assures continued support for our programs but also wins increased confidence in our efforts.

Dick Brown

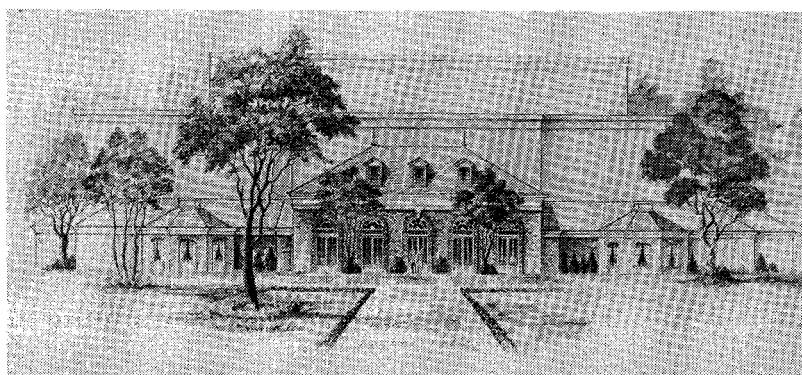
Associates are building bigger, better attractions

Record-breaking coaster at Kings Island



Kings Mills claims distinction as the home of a new, record-breaking roller coaster. The family entertainment center in Kings Mills, Ohio will open its prize attraction in the spring of 1979. It claims the longest and fastest stretches of all white-knucklers, with the two longest vertical drops. The main points of interest on the ride are: (1) The station, (2) A 135-foot drop and the first tunnel, (3) A 72-foot drop into a ravine, (4) A 300% banked turn through two tunnels, (5) a 141-foot drop in a 540% banked helix tunnel.

New theatre at Opryland



When Opryland opens for its eighth season in 1979, this 1,500-seat theatre will be complete. The fully-equipped indoor facility will have a proscenium stage, individual theatre setting, full orchestra pit, 40-lines fly loft and modern sound/lighting systems. The \$2 million theatre is expected to extend the Nashville park's entertainment season by showcasing entertainers and providing additional facilities for special events.

New Jersey Bell tests fitness for work

Physical fitness helps to determine how well an employee will perform on the job—any job. At New Jersey Bell Telephone Company, a newly adopted series of fitness tests helps screen candidates for physically demanding positions as pole climbers.

The utility's Physical Abilities Test Battery (PATB) was implemented July 1. The battery consists of three tests which are familiar to any employee fitness director: skinfold, balance, and static strength.

Skinfold determines the leanness of a person's body. It is measured, by use of calipers, on a skinfold at the back of the left arm. Leanness is seen to relate to stamina on the job.

Balance, although not vital to general fitness, is essential to a pole climber's success and safety. Body equilibrium is measured by the number of seconds a person can balance on one foot on a beam, when his/her foot is at right angles to the beam.

Static strength, in this case of the shoulder region, is measured by the tension created on a cable. The results are registered in kilograms.

All pole climbing candidates at New Jersey Bell must pass the PATB within six months before beginning training. Retesting is permitted after six months.

Dofasco opens 50-acre recreation complex

The Canadian national government showed its support for employee recreation this summer when Federal Sports and Fitness Minister Iona Campagnolo helped open Dofasco's new recreation complex. Dofasco (Dominion Foundries and Steel, Ltd.) is located in Hamilton, Ontario. Its 35-year-old Recreation Club is a past winner of the NIRA/Citizens Savings Award for overall excellence in employee recreation, fitness and services.

The official opening followed the completion of the first phase of the site's development. Already, the multi-use facility includes two floodlit softball diamonds, two minor baseball diamonds, one t-ball diamond, a soccer/football field, a six-lane 400-meter all-weather running track, a 12-station golf driving range, four floodlit tennis courts, a golf pro shop, locker and shower rooms as well as maintenance, storage and security facilities.

According to **Murray Dick, CIRA**, Manager of Employee Recreation, the future holds even more exciting plans for the complex. Plans call for construction of a multi-use facility to house a hockey arena, curling rink, saunas and squash courts.

"When completed," said Dick recently, "we believe Dofasco's Recreation Center will be the largest and most integrated complex of its kind in Canada. It will rank among the largest private, company-owned, employee-oriented complexes in North America."

More than 5,000 employees and family members currently participate in Dofasco's recreation program. Nearly 50 special interest clubs within the steel maker's Recreation Department organize activities as varied as hockey, bowling, model railroading, square dancing, touch football and fishing.

NIRA NEWSBRIEFS

...**Robert A. "Bob" Pindroh, CIRA** (The Ralph M. Parsons Company) has been appointed by the Mayor and Board of Directors of the City of Pasaena, California to serve a three-year term on the city's Park and Recreation Commission. The Commission is composed of nine citizens who voluntarily serve without pay and advise the city Board in all matters relating to park and recreation functions.

Pindroh is Executive Manager of the Parsons Employee Recreation Club, Inc. A profile of PERC appeared in the February 1978 issue of RM.

continued
on following page

Parsons honors executive and employee support of recreation club



A NIRA Citation of Merit went to Frances Steele, Vice President of PERC. Bob Pindroh, CIRA, Executive Manager of PERC, made the presentation. Frances Steele serves as President of the Parsons Golf League, Secretary of the Tennis Club and Editor of the "Percolator", a monthly recreation newsletter. She is secretary to senior Vice President Stanley Goldhaber.



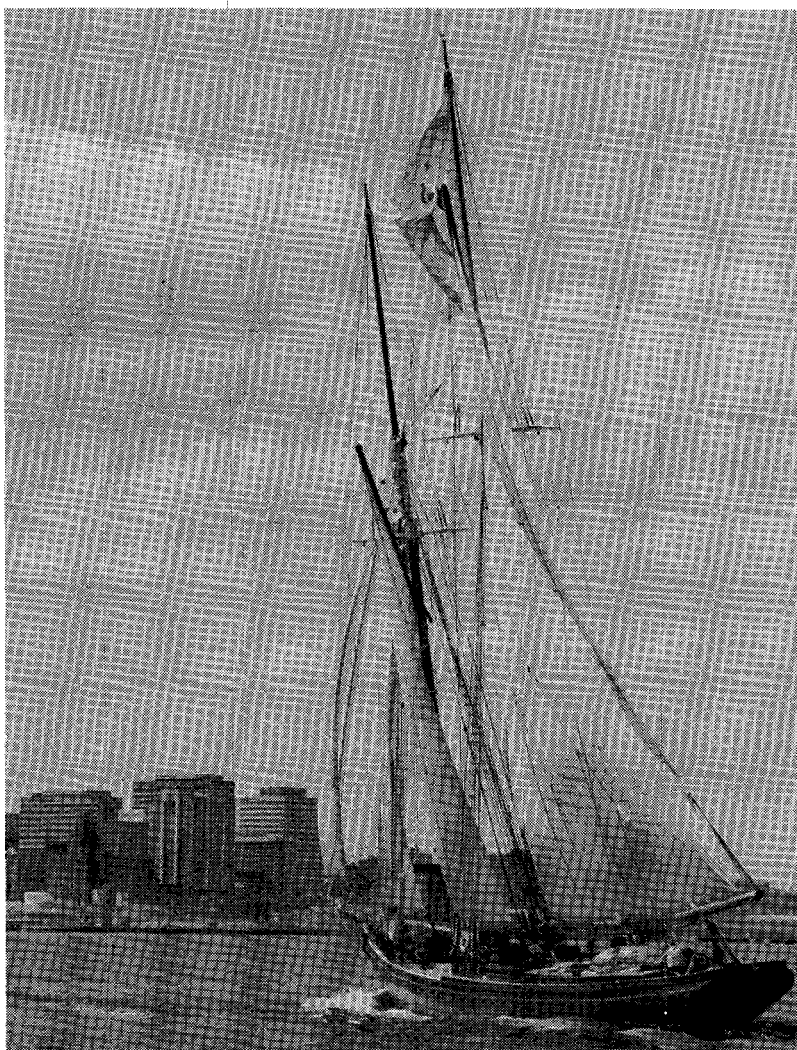
Stanley Goldhaber, Senior Vice President, Systems Division, of The Ralph M. Parsons Company has designated the royalties of a book he co-authored to the Parsons Employee Recreation Club (PERC). The book is entitled *Construction Management: Principles and Practices*. Karen Quinn, President of PERC, presented a plaque of recognition to Goldhaber at a recent banquet.

Government promotes employee programs in Canada

In Canada, government actively promotes and encourages employee recreation, fitness and services in the private sector. The Nova Scotia provincial government will take a new initiative in the field when it hosts a Canadawide Conference on the subject, October 10-13, 1978 in Halifax. Hon. A. Garnet Brown, Minister of Recreation for the province, has invited leaders of Canadian business and industry, as well as government officials from across Canada, to the event. NIRA Director Nelson Ellsworth, Community Recreation Coordinator for the province, has helped schedule the Conference to follow the NIRA Board's fall meeting in Halifax. Several Board members will attend the Conference as delegates and resource people.

Nova Scotia's Department of Recreation hosted a similar conference in 1976. The 1978 gathering will provide information on employee programs and assess the progress of government/industry cooperation for their advancement. RM will carry a full report of the conference.

The historic *Bluenose* sails across the bay at Halifax, Nova Scotia, site of a government/industry conference on employee recreation.



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President Carter supports National Hunting and Fishing Day



THE WHITE HOUSE
WASHINGTON

National Hunting and Fishing Day, 1978

For more than seven decades the sportsmen of this nation have been the leaders in a constant effort to conserve our natural resources, wildlife and wild places. They have traditionally been the first to stand up for the cause of clean air and water and a better environment for both man and wildlife.

Through their organizations and through individual action, hunters and fishermen have formed the foundation for practical conservation work on the local level. Their efforts have preserved thousands of acres of wetlands and forests and have resulted in the improvement of countless lakes, streams and waterways.

To finance their farsighted conservation programs and activities, hunters and fishermen asked that license fees be established and that special taxes be levied on hunting and fishing equipment to support land acquisitions, research and habitat management for fish and wildlife. To date, sportsmen have provided some \$5 billion for conservation.

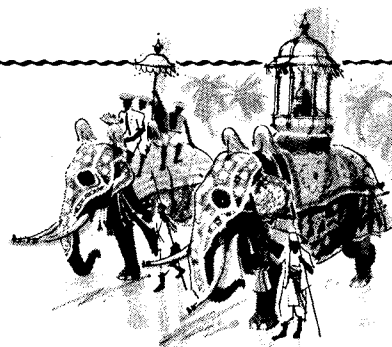
It is largely because of these efforts that the conservation movement in America is succeeding and hunting and fishing remain worthwhile and acceptable activities in our modern society. Properly regulated by state and federal agencies, hunting and fishing are an integral part of the system of modern wildlife management that has proven so successful in America.

In recognition of this important public service, it is most fitting for us all to applaud the nation's sportsmen by designating a special National Hunting and Fishing Day on Saturday, September 23, 1978. On this day, America's sportsmen, through their clubs and organizations and through individual effort, will organize activities to promote further the conservation effort and to enlist public support for conservation activities on local, state and national levels.

I would like to take this opportunity to commend the leadership of the nation's sportsmen in conservation and to call upon all Americans to join with hunters and fishermen in promoting the wise use of our natural resources and in ensuring their protection for the benefit of future generations.

President Carter praised American hunters and fishers recently for their role in conservation. The President's support came in this statement on National Hunting and Fishing Day (HFD), designated as September 23, 1978.

"This is clearly one of the most impressive Presidential statements signed in the seven-year history of National Hunting and Fishing Day," said Robert Delfay, National Coordinator of NHFD. The Day will be observed nationwide by public displays, shows and workshops about outdoor recreation.



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CIRCLE READER SERVICE CARD NO. 5

The "Alphabet Soup" of group air travel

by Arthur Berman

Travel is a magnificent thing. People put money in the bank and look forward to taking a trip to Hawaii or Europe or Mexico or the Orient. It is a big event in their lives. When you offer employee group travel, you must be careful at each step in preparation. If you do your homework, your people will get what they paid for and come back saying, "Hey, that was a terrific trip! Where are we going next year?"

There are some basic steps you must take in organizing employee air travel:

Choose a popular destination

Understand travel rates

Find a reputable travel agent

Use a reliable tour operator

Choose a popular destination

Make sure you know where your people want to go. Do not guess. You may like the idea of a cruise, for instance, but that does not mean the other people in your plant or office would find it appealing. Why not poll the employees? If you have 500 people, you will probably get 498 different answers. But at least you will gain a general feeling about where they would enjoy going. Perhaps many of them would like to go on a cruise, or fly to the Caribbean, or travel to Europe or . . . wherever. Discovering their desires is essential.

Once you have reduced your list of potential destinations to a few popular alternatives, learn more about each one. Speak with government tourist offices. Ask about good places to stay, things to see and do, and so forth. Call a fellow NIRA member who has sent groups to a destination you are considering. Ask him, "Hey, Jack, what about that trip you had last year? Was it good? Did you have any problems? What time of year is best to go?

Which hotels did you use? Did your people have a good time? Can you recommend a travel agent?"

If you have researched your destination thoroughly, you can promote it with confidence, knowing it is a place people will enjoy.

Understand travel rates

Air fares and ground accommodation rates are available in an incredible variety today. There was a time when there were only two air fares: first class and tourist class. Room rate structures were often simpler, too. The situation has changed dramatically.

International air fares are set by the International Air Transport Association (IATA). Every foreign carrier in the world belongs to the Association. Those carriers, some 140 of them, sit down together and decide what the fare will be between every pair of air-served cities in the world. In the continental United States, air fares are set by the American Traffic Conference (ATC). Between ticket prices set by these two organizations, you can face an impossible confusion of options. There are first class fares and several kinds of economy fares. There are 7 to 14-day excursions, 14 to 21-day excursions, 21 to 28-day excursions and more. There are apex fares, super-savers, peanut fares and so on. There are different rates for groups of 10, 20, 40, 50, 100 and on and on. Then, of course, you have charters . . .

You can understand, when you ask a travel agent what the fare to Paris is, he literally needs a computer to give you a complete answer. You do not need to know every detail of all these air travel options yourself before you plan an employee trip. Leave the headaches to an agent you trust.

Accommodation rates are less confusing, if you know how to shop. You may not realize that when a

travel agent tells you your package includes deluxe rooms that they may not be the best rooms in the hotel. When an agent tells you he offers accommodations in a particular hotel, find out what kind of rooms they are. Do they look out on the ocean or the golf course? Before you choose a tour that seems to be a bargain, compare it point for point with others. In this competitive business, there cannot be a \$50-60 difference between two tours of the same quality. There must be a reason for the higher price. Chances are good that it is either better rooms or extra sightseeing excursions.

Find a reputable travel agent

There are nearly 18,000 travel agents in the United States. Some of them are very good; some are not so good. Others should not even be in the business. Unfortunately, licensing is not prevalent in the travel industry. As a matter of fact, a person can open a travel agency in virtually any state of the union without having to prove his qualifications. Anyone can hang up a shingle and open his door for business. For this reason, you must check out the agency with which you plan to do business.

Before you work with any travel agency, check its background. Find out how long it has been in business. Call the airlines and ask if they know the agency. Ask the airlines if it holds its appointments. Find out if it belongs to the International Air Transport Association (IATA). Only IATA members can write international airline tickets. Domestically, only members of the American Traffic Conference (ATC) can write tickets. Find out if the agent belongs to the American Society of Travel Agents (ASTA). This is a reputable association whose members must regularly submit their balance sheets to maintain membership. Find out if the agent has been where you want to send your group. Does he know what he is talking about or does he have to look it up in a book? Have recreation directors you know used the agency's services? If so, get their frank assessment.

The agency, once you have chosen it, will not make all the arrangements for your tour. Your agent will go to a tour operator.

Use a reliable tour operator

A tour operator—at least a large one—can buy tremendous blocks of hotel rooms, airplane seats, cruise cabins and so forth. Because he buys in such high volume, the tour operator gets a special low rate. He arranges various components into tour packages which he sells at a profit to a travel agency. The agent, in turn, adds his commission and sells the package to you. Everyone makes his money and you still have a group trip that is a bargain for your employees.

Check out your tour operator as carefully as you do your agency. Is he bonded? If so, is it for the minimum amount required by the Civil Aeronautics Board (CAB) or is he voluntarily bonded for more? Take time to check the financial stability of a tour operator. I cannot stress this enough. As the recreation director, you are dealing with the employees' money as well as the reputation of your entire travel program every time you plan a trip. Be sure you entrust them to an agent and an operator whose records are strong and references are good.

Your travel agent and tour operator are as anxious as you are to sell a trip to your employees. Ask them for help in publicizing the activity. They should be able to supply brochures, posters, publicity photos, and other display materials. They may also be able to come into your plant or office to show a film on the destination and answer employees' questions. They should also be able to help you with a pre-flight orientation session.

Remember, the trip you offer your employees may be the highlight of their year. Many people have been able to see exciting places and enjoy wonderful vacations that they would never have experienced otherwise because their employers had travel programs. To assure the success of your employee trips, rely on professionals you know and trust.

rm

Art Berman is National Sales Director for Worldways/Hawaiian Holidays, a tour operator and NIRA Associate member with offices in New York, Chicago, San Francisco, Honolulu, Rio De Janeiro and Los Angeles. He has twenty years' experience in the travel industry and is the exhibitors' representative to the NIRA Board of Directors.

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CIRCLE READER SERVICE CARD NO. 29

New Public Charter simplifies group travel

The Civil Aeronautics Board (CAB) took action this summer to simplify the confusing "alphabet soup" of air charters. Under a final rule issued in mid-August, the Board replaced several different charter forms with one simplified Public Charter. The new Charter does not require ground accommodations, advance payment for seats, minimum stay, or minimum group size. It also allows one-way as well as round trip travel. The Public Charter must be sold by an independent charter operation. All provisions of the new rule, adopted August 14, will become effective October 10, 1978.

The Public Charter revokes and replaces five common, although sometimes confused, charter forms:

Advance Booking Charter (ABC)

Travel Group Charter (TGC)

Study Group Charter (SGC)

Inclusive Tour Charter (ITC)

One-Stop-Inclusive Tour Charter (OTC)

In its original proposal for the Public Charter, the CAB had intended to abolish the original pro rata affinity charters. In public hearings, however, scores of social, educational and fraternal organizations argued for the continuation of the affinity charter. The CAB relented, but reserved the option to reexamine affinities if losses from abuse of their restrictions appear greater than their overall benefits.

The CAB decision follows a series of liberalizations in the rules governing charters. As recently as last December, the Board temporarily relaxed charter rules to help supplemental carriers compete with the plethora of new "super-low" fares offered by scheduled carriers. Last April, the Board issued a blanket waiver of many remaining limitations on the supplementals. Many of the basic provisions of the new Public Charter were already in effect when it was adopted. Furthermore, according to a CAB statement, the rush of public interest in scheduled carriers' "superlow" fares suggests that the Public Charter will not pose a serious threat to scheduled business.

The Public Charter will include the following features as listed in the CAB's final rule:

- No advance booking requirement
- No minimum stay
- No restrictions on differential pricing, other than the general strictures against undue preferences,

discrimination, prejudice, etc., contained in the Federal Aviation Act and the parallel provisions of the Board's regulations

- One-way charters permitted, but not round trips paid for in advance with unspecified return arrangements
- Cancellation by the charter operator not permitted less than 10 days before the scheduled departure date, except in circumstances that make it physically impossible for the charter to be performed.
- No maximum participant cancellation penalty
- No minimum group size
- Contract between charter operator and direct air carrier must be for at least 20 seats per flight

The general requirements of the Public Charter are very flexible. In the words of the Board's final rule, they are:

- The charter shall be arranged and sold by a charter operator as an independent principal with respect to the air transportation included in the charter and not as an agent for a direct air carrier. Such charter may, but need not, include ground accommodations and services.
- The charter contract must be for 20 or more seats.
- If the charter is on a round trip basis, the departing flight and return flight need not be performed by the same direct air carrier.
- The air transportation of the charter must be performed by direct air carriers which hold a certificate of public convenience and necessity...
- Passengers transported on the charter flight shall consist solely of charter participants...and persons authorized to occupy unused space...(The charter operator may offer unused space on a free or reduced basis, to the operator's employees and directors as well as members of their families.)

To gain more detailed information on the new CAB rule (Regulation SPR-149), write or call:

Richard B. Dyson
Civil Aeronautics Board
Office of the General Council
1825 Connecticut Avenue, N.W.
Washington, D.C. 20428
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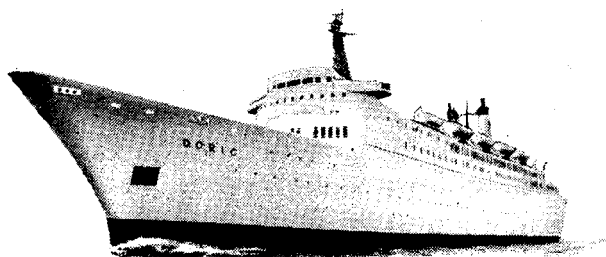
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After the crowd is gone . . .

Turn employees on to off-season travel in the U.S.
Popular destinations are less crowded,
rates are dramatically lower
and there's still plenty to see and do.

by Melinda Carr
United States Travel Service

Some habits are easy to break. Take the good-old-summertime vacation habit, for example. This just might be the year to introduce your employee group to off-season vacations.

Autumn brings sunny days and crisp, clear nights. Prices miraculously plummet in many areas with the stroke of midnight on Labor Day. Employee groups can still enjoy many warm weather activities at reduced rates.

Here are a few off-season vacation ideas, some in your backyard and some a continent or an ocean away. Any of these destinations will be delighted to prove to you that your employees' vacation plans need not hibernate between Labor Day and Memorial Day.

NEW ENGLAND

The off-season lures of New England are many. Fall foliage beckons

New England travelers to explore back roads, stroll through historic villages, search for antiques, or photograph covered bridges.

Cape Cod is famed as a summer vacation mecca. But in September, crowds return home. Generally, accommodation rates drop 20 to 50 percent between Labor Day and mid-June.

Boston is the sophisticated urban heart of New England. Fall and winter are concert seasons for the world-renowned Boston Symphony, and any time of the year is museum season.

The palatial mansions of Newport, Rhode Island, are open for tours year-round. "Christmas in Newport" is a month-long celebration with daily events adding to the holiday spirit.

The mountains of New Hampshire, Vermont and Maine beckon hikers and sightseers in fall and

spring, and their snowy slopes echo with the swoosh of skis in winter.

EASTERN GATEWAY

Action is year-round in New York City, with some of its best offerings presented in the off-season. Schedule a theatre tour and include the musical delights at the Lincoln Center for the Performing Arts. New York City is one of the museum capitals of the world, with the Metropolitan heading the list. Employees will enjoy winter ice skating at Rockefeller Center and Christmas shopping in New York's unparalleled stores and boutiques.

Remember that New York State offers a variety of other vacationlands for year-round enjoyment. Tourists marvel at the icy spectacle that Niagara Falls becomes in mid-winter. Schedule a visit to the vineyards and wineries of the Finger



Lakes region. Take your employees indoors for a tour of the Eastman Kodak plant in Rochester or send them to watch craftsmen hand-form Stuben glass at the Corning Glass Works.

Hiking, mountain climbing, camping and canoeing are among the lures that draw vacationers to the strikingly beautiful Adirondacks. Every winter sport imaginable can be enjoyed there, too. New York's Hudson River valley abounds with shrines of the American Revolution. Groups can cruise up the river in spring or fall and watch the seasons change along the Palisades or stop for a tour of the U.S. Military Academy at West Point.

Tourists can even take a dude ranch vacation in New York State and enjoy a Western-style vacation with a touch of Eastern luxury. Several of these resorts operate all year

Try a cultural tour of New York in the off-season or beat the summer heat and crowds with a spring trip to Washington, D.C.

and include winter sports in their programs. For a list of these resorts write to the State Department of Commerce, 99 Washington Avenue, Albany, New York 12210.

GEORGE WASHINGTON COUNTRY

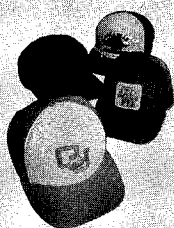
Rich in history, outstanding cities and scenic beauty, George Washington country is a treat in the off-season. Try a visit to Pennsyl-

vania Dutch country, near Lancaster, in the spring or fall. Many of this area's resorts and motels offer dramatic off-season savings.

George Washington country beaches are also a great off-season bargain. Seashore resorts in Delaware, Maryland and Virginia offer

**continued
on following page**

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After the crowd is gone . . . continued

many opportunities to walk the beach, fish from heated party boats, view migrating birds, shop for antiques, or sample great seafood dinners. Room rates in the area fall as much as 50 percent in the off-season. Consider using one of these resort areas as a base from which to tour historic areas, such as Virginia's Colonial Williamsburg. This outstanding historical restoration is at its best without the distraction of summer crowds.

THE SOUTH

Plantation mansions reminiscent of Scarlett's "Tara" await visitors throughout the Southeast. Spring is prime season for tours of historic homes in such cities as Natchez and Charleston. Fall is a great time for exploring the coast. Offer a fall cruise along the Intra-coastal Waterway for a unique look at the Atlantic coastline.

Southern cities are at their best in the cooler off-season. Try a trip to Atlanta, the urban heart of the South. Underground Atlanta entices tourists with its shops, restaurants and night-spots. Attractions and museums devoted to Civil War history seem to wait at every turn and restaurants offer mouth-watering Southern cooking.

Kentucky and Tennessee offer great off-season bargains at their state resort parks. These complete recreation areas boast modern inns, completely equipped cabins, lakes, marinas and camping areas. Many state-operated resorts also have tennis courts, golf courses and horseback riding trails.

The Great Smoky Mountains are a vacation treat any time of the year. Gatlinburg, Tennessee, one of the major lodging areas for visitors to the Smokies, as well as a winter skiing area, offers off-season bargain rates

at 25 to 30 percent reductions from November 1 to June 1.

Bargain hunters and those shunning the crowds can find just what they want in Florida. Off-season rates may be 30 to 50 percent lower than standard prices in the Sunshine State.

In Louisiana, spring and fall bring opportunities to enjoy the year's best weather, great jazz, fantastic creole cooking and fun-filled festivals. The swinging French Quarter of New Orleans, lovely Southern mansions and the scenic bayou country are just some of the vacation possibilities in Louisiana during the off-season.

GREAT LAKES COUNTRY

Vacation opportunities abound in Great Lakes country during the off-season. The region blazes with fall colors and prides itself on some of the nation's finest hunting and fishing. Winter visitors to this part of the country can cross-country ski over hundreds of miles of well-marked and maintained trails or enjoy snowmobiling, ice skating, ice fishing and tobogganning.

Rates at many motels in northern Minnesota, where fall and winter outdoor activities are at their best, go down 20 percent from mid-September to mid-May.

Ten state parks in Wisconsin offer winter recreational opportunities and camping facilities costing about \$2.25 per night from mid-October to mid-April. Pokagon State Park in northeastern Indiana offers great winter recreation with accommodations at a rambling inn with low winter rates set at \$14-\$20 for a double room.

MOUNTAIN WEST

Some of the year's best vacation opportunities can be found in the Mountain West. Consider an off-season trip to Utah, the state that boasts more national parks within its boundaries than any other. Zion, Bryce Canyon, Arches, Capitol Reef and Canyonlands National Parks are open year-round. Utah ski resorts are among the best in the nation, with deep powder slopes that delight skiers. Ski season extends well into

spring at many Utah resorts. Melting snows and spring rains swell Utah's streams, making white water rafting on the Green and Yampa Rivers a great spring activity idea.

There are lots of things to do in Montana in the off-season. Employee families can enjoy trout fishing, exploring ghost towns, rock-hounding, nature photography or mountain resort living. Yellowstone, one of the most popular national parks, is often crowded to capacity in the summer. From mid-December to mid-March, however Snow Lodge, near Old Faithful geyser, accommodates winter visitors. The park's roads are groomed as snowmobile trails, or marked for cross-country skiing.

FRONTIER WEST

Off-season vacations in the Frontier West offer a leisurely way to explore some of the nation's great natural wonders. The Grand Canyon, which welcomes millions of visitors each summer, displays a quiet, majestic beauty in the off-season. Accommodations along the South Rim remain open throughout the year, and spring and fall are ideal times for rafting down the mighty waters of the Colorado River in the canyon's depths.

Resort areas of Arizona are prime winter vacation playgrounds, with rates to match. But "shoulder" seasons in fall and spring bring lovely weather, great golf and tennis, horseback riding on desert trails, with rates as much as 50 percent lower. Off-season vacationers in Arizona and New Mexico will also find this a prime time to explore the ruins of prehistoric Indian dwellings and see how present-day Indians live in New Mexico's pueblos or on Arizona's reservations.

THE FAR WEST

The Pacific Northwest is becoming more and more popular in the off-season—and for good reason. Fall months are blessed with many

continued
on following page

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After the crowd is gone ... continued

warm days for enjoying vacations along the coast. Fall salmon runs, usually in September, attract fishermen. Skiers enjoy long snow seasons in Oregon. Spring is also a great fishing season, and late spring attracts white water enthusiasts for rafting trips down such rivers as Oregon's famed Rogue.

California's many wonders can be enjoyed thoroughly in the off-season. San Francisco's delights are great, year-round. Chinese New Year, celebrated in winter, fills the city's bustling and colorful

Chinatown with parades, music and dancing. The best time to head for California deserts is when the hot summer has faded. Try a fall, winter or spring tour to Death Valley, land of unearthly scenery and 40-mule teams. A more posh tour to Palm Springs may be affordable in the off-season, when rates drop as much as 50 percent. Crowds at Disneyland thin out after Labor Day, and lodging costs in surrounding communities tend to drop in the off-season. California's most popular national parks, including Sequoia and Yose-

mite, are quite crowded during peak summer months. Most lodgings in the parks, however, are in full service in May, September and October, and a few are open year-round.

THE ISLANDS

The USA's islands, rising from clear, warm waters of the Caribbean and the Pacific, attract visitors throughout the year, and they can offer great vacation bargains in the off-season. The U.S. Virgin Islands offer sun-and-fun vacationing at its best, with off-season accommodations discounts of 40 to 50 percent in effect from mid-April to mid-December. Several airlines offer off-season vacation packages combining the lower room rates with money-saving fares and many extras. In the Virgins—St. Thomas, St. Croix and St. John—can be found some of the world's best scuba diving and snorkeling, great fishing, secluded beaches and accommodations ranging from luxurious resort hotels with all the amenities to campsites a few steps from the water. And real bargain hunters know that the U.S. Virgin Islands offer some of the best duty-free shopping in the world.

Nearly half a world away, Hawaii is an island vacation paradise any time of year. Our Island State has two peak seasons: mid-December through March, and mid-June through August. A number of hotels add surcharges (usually in the \$2-\$5 range) during these peaks. The rest of the year, smart travelers find that room reservations are easier to obtain; restaurants, beaches and attractions aren't as crowded; and the weather and scenic beauty are still superb. Great off-season times to visit Hawaii include October, when all islands celebrate Aloha Week and when Honolulu blooms with its annual Orchid Show; and festive May, featuring Lei Day and Fiesta de la Pina celebrations.

The United States is a vacationland full of off-season adventures and inflation-fighting bargains. Introduce them to your employees.

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Off-Season's Greetings.



It's the off-season for many businesses, but the holiday season is still in full swing. The off-season is a time of opportunity for businesses to reach out to their customers and offer special deals and discounts.

Businesses can use the off-season to build relationships with their customers and offer special deals and discounts. This is a great time to offer special deals and discounts to your customers and build relationships with them. The off-season is a time of opportunity for businesses to reach out to their customers and offer special deals and discounts.

See more of America



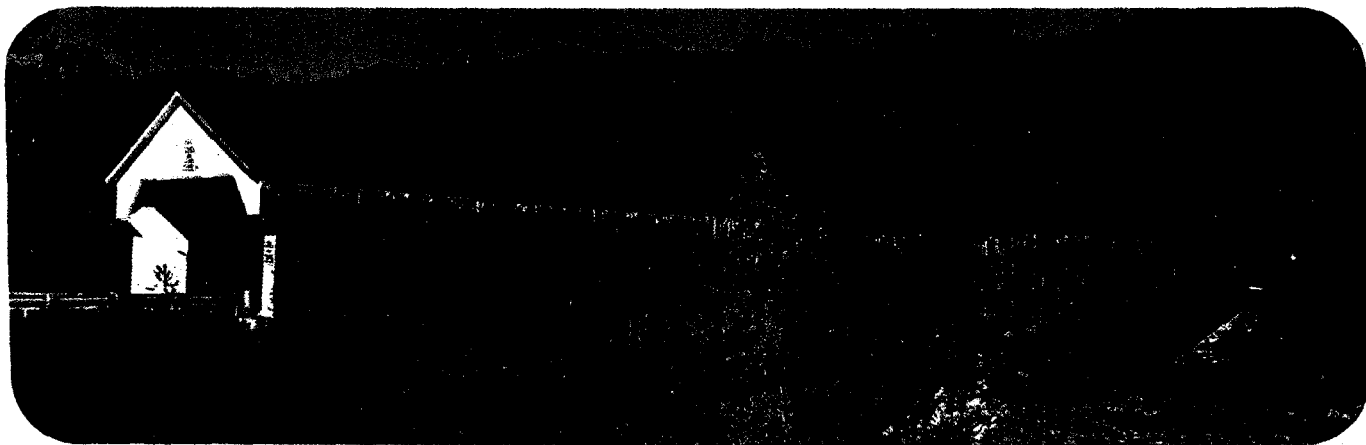
Just because summer's over doesn't mean your vacation has to be. From now on America will be showing her true colors. The cinnamons and burnt oranges of autumn. The icy blues and whites of winter. And the ever green of spring's blossoming.

America's a vision of beauty all year round. One you'll want your members to see close-up.

Off-season's the time to get close to parts unknown. Or to get to know the parts of our country off the beaten track. It's also the time to enjoy all of our popular attractions. Accommodations are less expensive, less crowded. Travel arrangements are easier to come by. And go by.

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In the Off-Season.



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There are 31 information booklets listed on the following page. Nine that offer consumer oriented how-to-travel hints. Twenty that give a colorful picture of the country's most picturesque countryside by area, a USA Holiday Planner that features attractions of the entire country. Plus a map of the USA.

You'll also find a catalog of films on U.S. attractions that lists 16mm travel films available on states and regions. And where to order them. All of this material is free, to help you and your members plan off-season vacations.

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Be prepared to see more of America.

Just cut out this page and check off the *free* information you want. Travel tips. Travel sites. Travel aids, like our Holiday Planner, map of the states and catalog of domestic travel films.

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- ☐ "New York City, New York and New Jersey"
- ☐ "Boston and New England"
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- ☐ "Chicago, Detroit & Great Lakes Country"
- ☐ "St. Louis/Kansas City & Missouri, Kansas & Oklahoma"
- ☐ "Hawaii & U.S. Islands of the Pacific"
- ☐ "San Francisco and Northern California and Northern Nevada"
- ☐ "Los Angeles/Las Vegas & Southern Nevada"

- ☐ "Atlanta & Georgia & North & South Carolina"
- ☐ "New Orleans & The South"
- ☐ "Minneapolis/St. Paul & Minnesota, Wisconsin & Iowa"
- ☐ "Texas"
- ☐ "Arizona & New Mexico"
- ☐ "Denver/Salt Lake City & Utah & Colorado"
- ☐ "Wyoming & Montana"
- ☐ "Nebraska & North & South Dakota"
- ☐ "Seattle/Portland-Washington, Oregon & Idaho"
- ☐ "Alaska"
- ☐ "Puerto Rico & The U.S. Virgin Islands"

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- ☐ "Map of the USA"
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- ☐ Tips for an energy-wise vacation
- ☐ How to get an air fare deal
- ☐ Helpful hints for the older traveler
- ☐ Travel tips for the handicapped
- ☐ Getting the best value for your vacation dollar
- ☐ Your rights and responsibilities—know before you go
- ☐ Traveling with pets

1978-79 BOARD OF DIRECTORS

SPRING MEETING



A serious moment for the 1978-79 NIRA Board. From right to left: Enrique Maldonado; Phyllis Smith, CIRA; George Grigor, CIRA; Alan Benedeck; Kenneth Wattenbereg, CIRA; Larry Lemme; Nelson Ellsworth; Louis Mertens, CIRA; Susan Siwicki, CIRA.

Twelve newly-elected Directors took their seats on the 1978-79 NIRA Board when it met for the first time, May 23, 1978. The meeting took place during the final day of the 1978 Conference and Exhibit at the North Park Inn, Dallas, Texas. Most of the new Directors were elected during regional meetings, May 19. Those embarking on new terms were:

REGION I

Stephen W. Edgerton, CIRA
Xerox Corp.

REGION II

Bernie Watts
Goodyear Tire & Rubber Co.

Louis R. Mertens, CIRA
Foreign Affairs Recreation Association, Inc.

REGION III

Alan Benedeck
Allstate Insurance Co.
Eugene Miller, CIRA
Michigan Bell Telephone Co.

REGION IV

Ron Lewis, CIRA
Phillip Morris, Inc.

REGION V

Thomas Oswalt, CIRA
Honeywell, Inc.

REGION VI

Cheryl H. Jones (re-elected)
First National Bank in Dallas

REGION VII

Phillis K. Smith, CIRA
Hughes Aircraft Company-Fullerton

REGION VIII

George Grigor, CIRA (re-elected)
Kodak Canada Company, Ltd.

REGION IX

Enrique Maldonado
Accion Social Regiomontana

EXHIBITORS REPRESENTATIVE (non-voting)

Arthur Berman
Worldways/Hawaiian Holidays

continued on following page

Board Meeting continued

1978-79 NIRA President **Dick Brown, CIRA** (Texas Instruments, Inc.) set a brisk pace for the first meeting with his list of expectations for the Board. Brown said he expects prompt and full attention of all Board members at all Board and Committee meetings. In addition, Brown said, he expects all Board members to serve as models for NIRA members in their conscientious attendance at NIRA Conferences and their involvement and leadership throughout their terms in office. NIRA members have a right to expect as much from their elected representatives, he concluded.

Brown went on to introduce his nominees to the two one-year appointive positions on the Board. With the approval of the Executive Committee, he nominated **Elizabeth F. Burchard, CIRA** (Northwestern Bell Telephone Co.) to another term as Secretary and Past President **Roy L. McClure, CIRA** (Lockheed-Georgia Co.) as Treasurer. The Board unanimously approved the appointments. Burchard and McClure assumed their duties immediately.

Senior Directors from each region introduced their new Junior partners on the Board and reported the interests of their regions' members. Two specific questions from Region II were referred to Board committees for study.

Region II Senior Director **Larry Lemme** (United States Department of Energy) told the Board that members of his area would like to see a limit placed on the number of years one individual can serve on the Board of Directors. President Dick Brown noted that several years' service on the Board is desirable in Executive Committee candidates. Some proportion of veteran Board members is also necessary for continuity of national programs, he said. Nevertheless, Brown acknowledged the importance of a continual influx of new ideas on the Board. The Bylaws Committee of the Board will include the question of limited service in its 1978-79 revision discussions.

Lemme also related his Region's hope that NIRA awards standards would be revised to include separate consideration for programs led by volunteers as compared with those administered by professional directors. The Awards Committee will debate the question in the coming year.

The fall meeting of the 1978-79 Board of Directors will be held October 9-10, 1978 in Halifax, Nova Scotia. The 1979 Association budget and plans for the 38th Annual NIRA Conference and Exhibit will top the agenda. The Board's first scheduled meeting of the new year will take place January 18-19, 1979 in San Diego, California.

tournament news



by **Stephen D. Waltz, CIRA**
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

As summer comes to an end, thoughts turn to new activities in anticipation of the cooler days of fall and winter. Golf clubs and tennis racquets are put away in some parts of North America and skis and sleds are repaired. But, your employees still have time to catch that "lunker" which has evaded everyone all summer. **Gene Miller, CIRA** (Michigan Bell Telephone), this year's Fishing Contest Coordinator, reminds all members that entries in both the fresh water and salt water categories will be accepted until December 1, 1978. Entry fees are \$10.00 per company. Entries are being accepted in the following classifications:

FRESH WATER DIVISION

- Bass, Largemouth
- Bluegill

- Muskellunge
- Northern Pike
- Walleye
- Perch
- Salmon
- Trout, Brown
- Trout, Lake
- Trout, Rainbow

SALT WATER DIVISION

- Bass, Sea
- Kingfish
- Marlin
- Salmon
- Tuna
- Yellowtail

Additional Contest entry forms can be obtained from Mike Brown, CIRA at NIRA Headquarters.

* * *

In other tournament news, **Maxine Kraft** (Battelle Memorial Institute) has consented to coordinate this year's Bridge Tournament. Final plans for the Tournament have been completed and information has been mailed to program directors. The postal tournament will open October 1 and close November 15, 1978. **rm**

associate profile

Discount music stores open national buying plan

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CIRCLE READER SERVICE CARD NO. 32

RM, September, 1978

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You start your child on a shiny new, fully guaranteed instrument. You buy it from Sam Ash at a smashing discount price—usually 40% off. (Which means you pay about \$150 for a \$250 instrument. Master Charge & Visa credit cards accepted.)

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But if the student continues (and most do!) you've made the sharpest deal in town.

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The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,800 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

**National Industrial
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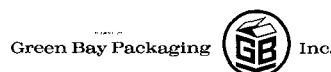
THE HARTFORD



Honeywell

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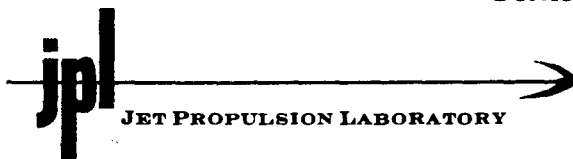
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ever, the Monday morning blahs are probably much more likely to strike the workers who did nothing in particular on the weekend than those who went golfing, sailing, camping, fishing, skiing, or model airplane flying.

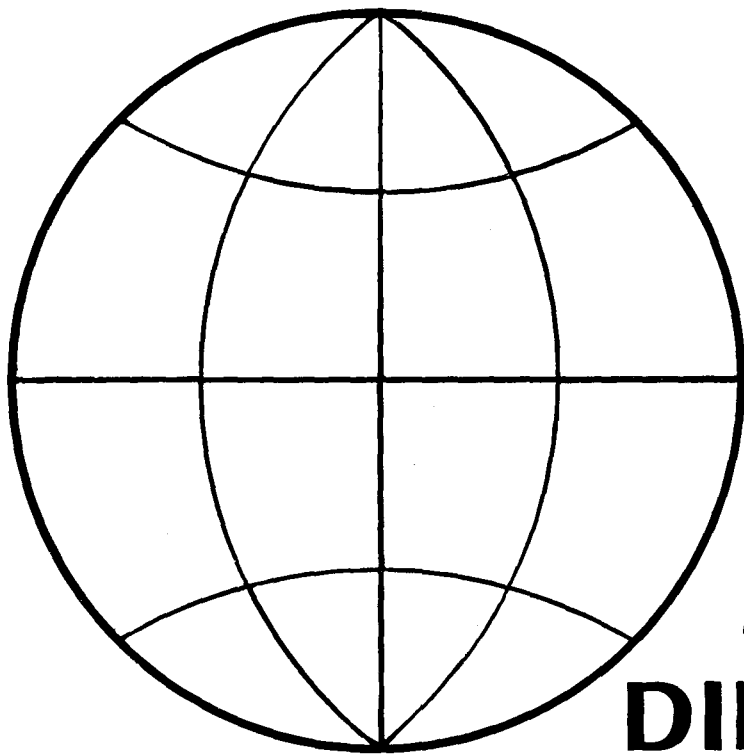
"The latter have changed their environments and attitudes on their own time. The former, having failed to use their leisure time to 'get out of the rut,' may return to the job feeling deeply mired.

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continued on following page

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by
Melvin C. Byers, CIRA
NIRA Consultant

Q Should the recreation director or employee services coordinator take an active part in the programs offered? We occasionally hear comments from employees and managers concerning our participation. Some are favorable, others most critical of our involvement. What course should we take?

A. This is one of the most delicate situations the employee activities administrator encounters. If your attendance at major activities is poor, your interest in the program will be questioned. If you become involved in an activity, however, you must take extreme caution not to steal the leadership from officers, committee members, and the chairman of the event. Because this is nearly impossible for the chief administrator to do, I do not recommend your taking an active part in the program. Assume the role of a neutral observer and advisor first. If you do not want to sacrifice the fun of participating, it may be wise to serve only as a substitute—and then only at the request of the officers or managers in charge of the leagues or teams.

A good administrator "works from the weeds" and never gets caught up in the mainstream of activities. The more attention and credit that can be given to the volunteer leaders and ordinary participants, the more successful your program is likely to be. Because of your position and authority, there is a natural inclination to place you in a more prominent role than that of the club officers or committee members. Even if you refuse to accept an official role as a participant/leader, other participants are likely to defer to you as if you were one. You can easily be accused of favoritism towards one activity or another and be unjustly charged with giving more attention to the activities you enjoy most. Some administrators have a personality and knack for overcoming these problems and are able to handle low-key

involvement—but they are the rare ones.

Some recreation administrators participate in employee activities at least in part, to gain publicity for themselves. They make the mistake of upstaging their volunteer leaders in what can only be taken as self-promotion. They are frequently seen in activity photos and mentioned in stories about the program that appear in employee-oriented publications. They are the administrators who make a point of being recognized at every event.

A truly professional director realizes that his or her most valuable recognition comes from management, whose evaluation is based on the director's ability to develop and use leadership in others. Creating a harmonious and enthusiastic atmosphere among the employees requires a professional who can quietly accept credit for results, not high visibility.

Your question is a most important one for everyone in our field to consider. Professionals in employee recreation, fitness and activities must always be able to show enthusiasm for their programs and concern for their participants without actually becoming participants. They must be able to work behind the scenes, planting the seeds of ideas and allowing others to enjoy the public acclaim.

Your professional recognition must come from other management professionals who understand what it takes to get a job done well. Your personal reward lies in seeing employees, as well as your employer, benefit from the program. It's a narrow path for you to follow, but your adherence to it determines the quality of professional you are.

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.

rm



SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

Intern program. Upper Level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or parttime basis. All students are approved by NIRA. There is no charge for the service.

Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

Student — Available to students majoring or minoring in recreation or allied fields at a college or university where such training is offered.

THE BOARD OF DIRECTORS

Who is on the Board of Directors?

The NIRA Board of Directors is composed of elected and appointed leaders from every region in the NIRA organization. Although the membership of the Board changes every year, the 1978-79 Board is typical in its diversity. Its members hail from such widely separated cities as Washington, D.C.; San Diego, California; Halifax, Nova Scotia; Monterrey, Mexico; Omaha, Nebraska; and Pisgah Forest, North Carolina. More than thirty-five years separate the youngest from the oldest member. Their employers represent a broad spectrum of the North American economy including manufacturing, transportation, banking and insurance, utilities, government and the military. In addition to their expertise in employee programs, various members also have professional backgrounds in accounting, law, engineering, public relations, sports and other fields. Most are fulltime professional recreation administrators; some are volunteers.

The present Board has thirty-four members. Each of the nine NIRA regions elects a minimum of two and a maximum of four Directors, depending on the size of its membership. During the first year of their terms, these representatives are called Junior Directors. Once they enter their second year, they become Senior Directors. Staggered elections assure a mix of "freshman" and experienced Directors.

New Directors are introduced to the general membership at the Annual Meeting each May. The new Board holds the first of its four regularly scheduled meetings of the year during the national Conference and Exhibit. At the present time, eight regions elect their representatives during regional meetings at the national Conference. Western Region VII voters elect their Directors during their regional Conference and Exhibit in the fall preceding the national meeting.

The CIRA/L Director is elected to a one-year term by the Certified Industrial Recreation Administrators (CIRA's) and Leaders (CIRL's) at their meeting, also during the national Conference. Supplier members elect their non-voting Associate Member Representative at the same time. The NIRA Secretary and the NIRA Treasurer are appointed to one-year terms by the incoming President, with the approval of the Board with which they will serve.

What is the Executive Committee?

Top leadership of the Association rests with the Executive Committee of the NIRA Board. This group

reviews NIRA business prior to its introduction to the full Board. It also handles occasional emergency decisions when a meeting of the full Board is not possible.

The Executive Committee includes the President, the Immediate Past President, the President-Elect, and six Vice Presidents. Each Vice President is responsible for a particular portion of NIRA's business and chairs a committee of Directors which recommends policy to the full Board. NIRA has Vice Presidents of Finance, Membership, Public Relations, Regional Management, Research and Education, and Tournaments and Services.

Executive officers are elected at large by NIRA members at the Annual Meeting in May. The President serves a one-year term. Vice Presidents are elected to two-year terms, with three of the offices open each year. Candidates for all Executive offices are nominated by the general membership. To be eligible, a candidate must have the approval of his or her employer and have served on the Board at least one of the four years immediately preceding the election.

How is a member nominated?

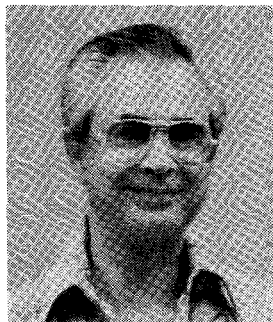
Any NIRA member in good standing who has the approval of his or her employer may run for the NIRA Board of Directors. Members may nominate themselves or be nominated by other members. Traditionally, those who are elected are those who have become known for their active participation in Association affairs.

The NIRA Board of Directors is a working council. Unlike some associations, NIRA does not reserve any seats on its Board for "honorary" Directors or officers. Every member is expected to take a responsible role not only on the Board itself, but also in the local, regional and national affairs of the Association. As NIRA grows, this responsibility places an increasing demand on individual Directors and officers. It also opens a growing number of opportunities to interested members who want to gain the experience and exposure it takes to win a seat on the Board.

This is the first in a series of short features describing the NIRA organization. Future articles will cover the development of Industrial Recreation Councils, the organization of regional and national Conferences, the delivery of NIRA services, and more. To suggest coverage for any particular topic, contact RM Editor Mary Morris at NIRA Headquarters: 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606—Phone (312) 346-7575.

RM

meet your board



Enrique Maldonado is new to the NIRA Board of Directors. He was elected last May by members in Region IX, the Association's International (outside the U.S. and Canada) membership. He is a member of the Public Relations and Research & Education Committees of the Board.

Maldonado is Corporated Director of Fringe Benefits and Social Services for Fomento de Industria y Comercia S.A. in Monterrey, Mexico. He holds a bachelor's

degree in clinical psychology and master's degrees in industrial psychology and business administration. He is a member of the American Management Association, the American Society of Personnel Administrators and Ejectiuos de Relaciones Industriales.



Louis R. Mertens, CIRA is also a newly elected Director serving his first term on the NIRA Board. He represents Region I and serves on the CIRA and Tournaments & Services Committees.

Martens is General Manager of the Foreign Affairs Recreation Association (formerly the State-USIA Recreation Association) in Washington, D.C. His program includes housing and other basic family services in addition to a full range

of traditional recreation activities. Mertens holds a bachelor's degree in physical education and a master's degree in recreation administration. He is a member of the National Recreation and Parks Association, the American Association of Fitness Directors in Business and Industry and the American Management Association.



Phyllis K. Smith, CIRA was elected from Region VII and began her two-year term as a NIRA Director last May. She serves on the CIRA and Membership Committees.

Phyllis Smith is Recreation Director for Hughes Aircraft Company in Fullerton, California. She holds a degree from the Business College of Accountancy. She has been a leader of her NIRA region for many years. Smith played an active role in organizing the region and has served as Pro-

gram Chairman and Conference Chairman for the western Conference and Exhibit. She was a founder the first President of the Orange County Industrial Recreation Council. She served as Region VII Secretary, prior to her election to the national Board. She is also a Governor of Altrusa International.

RM

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nira calendar

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall—(614) 891-8121.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5000.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 228-3171.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme—(202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida—(213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles—(212) 551-3201.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Bob Barlow—(714) 236-5717.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

Region II will hold its second annual Conference and Exhibit October 26-28, 1978 at the Ramada Inn Southwyck, Toledo, Ohio. Contact Al Ward—(419) 248-8132.

Region III will hold its second annual Conference October 4, 1978 at Flick-Reedy Corp., Bensenville, Illinois. Contact Susan Siwicki, CIRA—(312) 777-7000, ext. 771.

Region VII will hold its 28th annual Conference and Exhibit, September 28-October 1, 1978 at the Sheraton Universal Hotel, North Hollywood, California. Contact Bill Ranney—(213) 764-0025.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

RM

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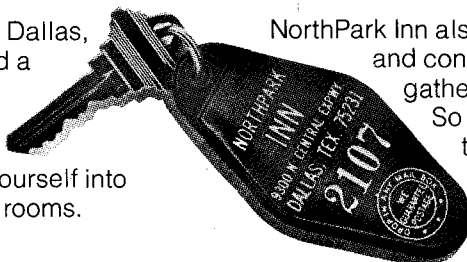
Come Blow Your Horn

The Goodyear Concert Band, page 10

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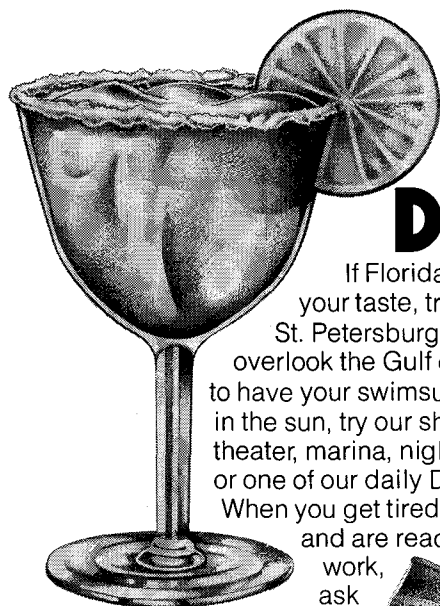
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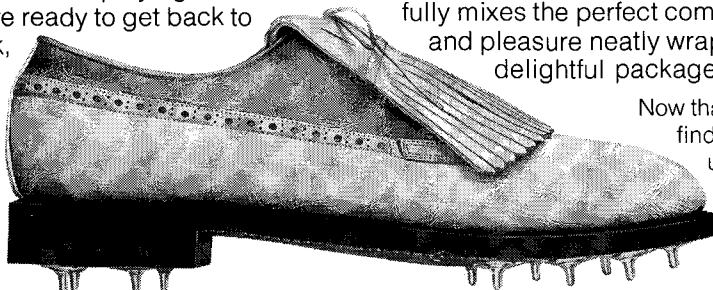
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October 1978

recreation management

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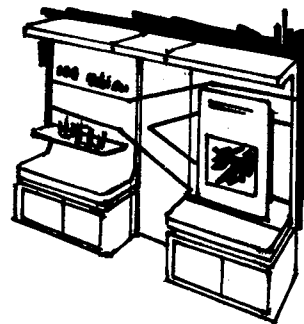
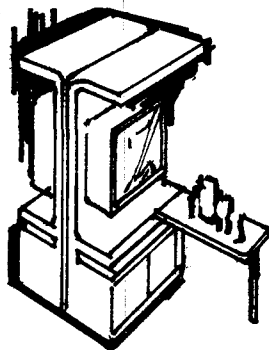
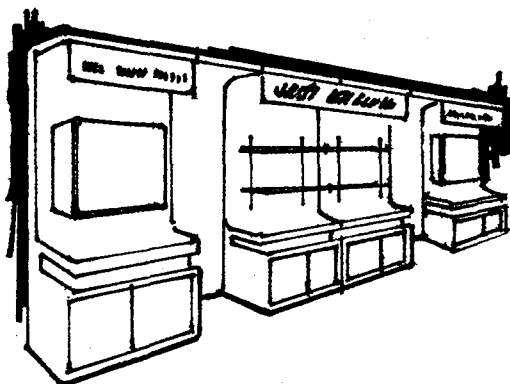
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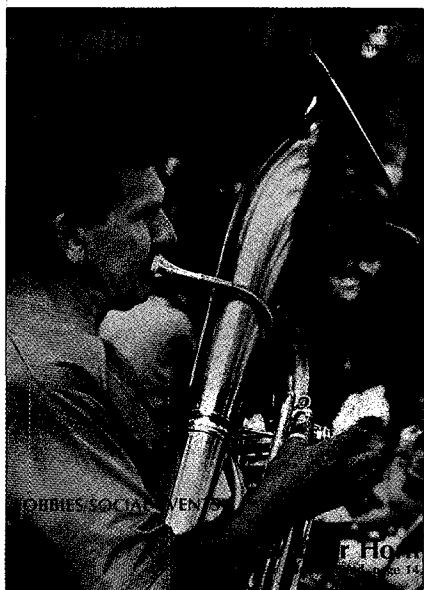
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about the cover



There are frustrated artists in every employee group. A performing hobby club, such as the Goodyear Concert Band, makes the joys of creative expression a part of their work experience. When such groups take their activity into the community, public relations benefits can be great.

Also in this issue, a recreation director and an employee club president explain how to help employees organize their own clubs. In another story, a researcher and a recreation director report on an employee program survey they developed and administered. A former college student intern describes how interns can help improve programs. In a companion story, the Chairman of the National Industrial Recreation Research and Education Foundation reports on a survey of the market for student interns.

Next Month: Facilities

The NIRA President would like a word with you . . .

. . . about our fitness perspective

Physical fitness is an important part of every well-rounded employee program; but it is only a *part*. We must provide balanced programs that help employees stay mentally, as well as physically, fit.

There is no doubt in my mind that fitness is important. As an individual, I have experienced the benefits of a regular exercise regimen. I have read studies linking fitness to lowered personnel costs and improved job performance. As a recreation director, I promote the fitness program in our Texins Association with confidence and enthusiasm. I am aware, too, that the new management interest in fitness has helped draw attention to all employee programs.

We must not forget, however, that employee recreation, fitness and services programs are most effective when they improve the overall quality of employees' lives and when employees attribute that improvement to their employer. The danger in overemphasizing fitness programs is that we will neglect both the varied interests of the entire employee population and the total needs of each employee.

First of all, we must acknowledge that, short of conscription, it is impossible to enlist all employees in any kind of organized fitness program. If you gear your efforts entirely to fitness activities, you may reach only ten percent of the employee population. Clearly, we cannot fulfill our potential for improving productivity if we work with only a fraction of the work force.



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

Secondly, fitness programs deal with only one facet of each employee. Fundamentally, they treat the machine: the human body. Granted, fitness programs can raise an employee's self-confidence and pride. But they are designed primarily to improve strength, stamina and longevity. They help make employees better able to perform, but they cannot be expected to stimulate high productivity among the vast majority of workers whose jobs are not intrinsically satisfying.

A truly productive employee is not only capable, but also motivated. He is able to meet the demands of his job dependably and consistently because he is physically fit. He is loyal

to the company and "goes the extra mile" when necessary because he feels part of the team and believes that the company appreciates his efforts.

This is why an employee program must include activities that meet employees' emotional—as well as physical—needs. Ideally, it:

- Answers their need for relaxation and fellowship through a variety of sports and athletics
- Provides an outlet for their creativity through craft and hobby clubs
- Meets their desire for friendship through social events
- Shows concern for their personal lives by involving their families in recreational activities
- Fulfills their need for acceptance and recognition with activity leadership and awards programs
- Satisfies their appetite for adventure through travel activities
- Helps meet their wish for increased buying power through discount services
- Encourages their altruism through community service projects

All of these elements, together with a fitness program, create an atmosphere that maximizes productivity—with rewards for both management and employees.

Dick Brown

news in brief

"Mental health days" are the best vacation

Constructive use of employees' leisure time is essential to their peak performance on the job. Mental health professionals have traditionally confirmed the need for periods of rest and relaxation. The following article first appeared in "In Touch", the official journal of the National Mental Health Association, and was reprinted recently in "Current", the weekly staff newsbulletin for Battelle Memorial Institute in Columbus, Ohio:

Imagine for a moment that you could spend a vacation anywhere in the world. Perhaps you dream of basking in the sun for a month in Tahiti or exploring canyons in the west. Or maybe you'd prefer hunting in the mountains or spending a week

at an expensive health spa.

Where you go on vacation, what you choose to do and how long you stay tell a lot about the kind of person you are . . . and the kind of person you'll be when you return.

- Shorter vacations taken more frequently are better than long ones.

- Don't look to vacations as a solution to your problems; you'll only end up taking them with you and feeling worse.

- Taking a vacation away from home brings a greater sense of freedom than the same amount of time spent at home.

- Not taking vacations from work can result in psychologically caused accidents and increased tension.

- The best vacations come from understanding your inner drives and selecting activities to match those needs.

A good vacation is one which lets you "get away from it all," and leave the responsibilities, routines and demands of everyday life behind. The more vacations and long weekends you can take the better.

The most mentally healthy result of vacations is the release of pressure.

Vacations also bring opportunities to discover new experiences, see new sights, and gain new perspectives on your life, family, job or school. Even if you can't take a trip away from home, take a few days off

at home to give yourself a break.

Take a day off work and have a picnic. Get a babysitter and spend all day catching up on your reading. If there's someone who needs constant care in your home—a sick child or elderly parent—make other arrangements for them for a day or two and give yourself a break.

So whether you want to be fed watercress and massaged at a fat farm or just spend a quiet day away from the kids, make sure it's a mental health vacation . . . one that lets your sense of self expand.

Fitness study suggests marathon "overkill"

Marathon running may not make men significantly more fit than a moderate jogging program does, according to a report in *Executive Fitness Newsletter*.

Dr. Harley Hartung of the Baylor College of Medicine in Houston compared 22 moderate joggers with equal numbers of marathoners and non-runners. All of the subjects were middle-aged men; none was obese. The joggers ran 18 miles a week, while the marathoners logged more than 40 miles per week. The non-runners were a control group.

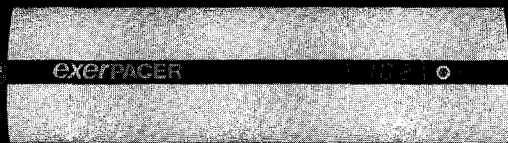
Hartung discovered that the joggers' fitness—as measured in blood fats, body weight and blood pressure—was equal to the marathoners'. He did find, however, that the marathoners' heart rates averaged eight beats per minute slower than the joggers'. It is still unclear whether such a difference in heart rates is significant for overall fitness.

What is important, according to Hartung, is the discovery that people need not push their running routines to marathon extremes to gain high levels of fitness. Grueling long-distance running is fine for those few who really enjoy it, but it is apparently "overkill" for the ordinary person who runs primarily for fitness.

Newsbriefs . . . The most effective executives care about people, according to a recent study of 16,000

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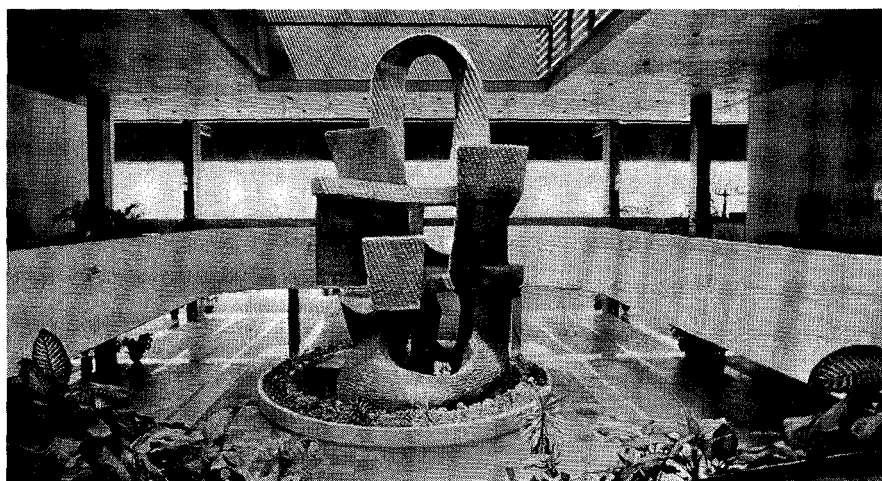
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executives. Research, conducted by Texas-based Telematics International, isolated the top 13% of its survey group who were "high achievers" for their employers. These executives tended to be concerned with people as well as profits. They had an optimistic view of their subordinates' abilities, listened to their views and sought their advice. Average achievers tended to concentrate on production. They listened only to their superiors. Low achievers were obsessed with their own security, avoided communications with employees at any level, and clung to regulations. Telematics added that high achievers learned their successful approach to employees through progressive corporate training... **The jury is still out on the four-day work week.** Recent studies have supported conflicting conclusions. According to U.S. Labor Department figures, only 2% of American workers put in 40 hours during work weeks of less than five days. Furthermore, according to a

recent Georgetown University survey, only 2% of employers are considering the switch to 40-hour, four-day weeks. On the other hand, a University of Michigan study suggests that the four-day week may be the wave of the future. The U-M research, conducted in cooperation with the Society of Manufacturing Engineers, found that 65% of the 125 manufacturing managers polled expected half of major U.S. industries to adopt the concentrated schedule in the future... **Women moonlighters are still on the increase,** according to a May 1978 Labor Department survey. The proportion of female workers who hold more than one job has risen from 2% in 1962 to 3.3% in 1978. During the same period, the proportion of male moonlighters dropped from 6.4% to 5.8%... **The United Way may switch to employee-run campaigns,** rather than continue to rely on executive-sponsored appeals. A pilot program in Flint, Michigan turned the citywide

charitable campaign over to industrial employees. Committees among the rank-and-file recruited service volunteers, publicized the need for contributions and collected donations. The result: a \$3.8 million donation from 60 plants, as compared with \$1.9 million in 1973. The United Way is convinced that people respond better to their fellow employees than they do to executive management. The organization plans to extend its pilot to 15 cities and may well adopt it nationwide... **The demand for human resources professionals continues to rise,** according to a study by Fox-Morris Personnel Consultants of Philadelphia. Job openings in the field have increased 13% in the past year, while salaries have climbed as much as 20%... **Bowling participation is on the rise,** after a mid-60's low. According to an A. C. Nielsen

continued
on following page

associate profile

**GOLF
DIGEST**

Sports publisher offers program help

tennis

Golf Digest, Inc. became a NIRA Associate member in 1977. A subsidiary of the New York Times Company, Golf Digest, Inc. is a growing firm in the publishing business with such nationally known publications as:

Golf Digest Magazine—Founded in 1950, *Golf Digest* has become the largest, most authoritative publication in the field of golf, and is read by over 2.5 million golfers every month.

Tennis Magazine—Acquired by Golf Digest, Inc. in 1972, *Tennis* is now the largest publication in its dramatically growing field. *Tennis* has an average readership of 1.5 million each month.

Golf Digest and *Tennis Magazine* conduct many national programs for golfers and tennis players of all abilities. Through *Golf Digest's* Hole-In-One Clearing House, aces made by golfers are recorded on a permanent record displayed at the World Golf Hall of Fame in Pinehurst, North Carolina. *Golf Digest's* Golf Instruction Schools have helped thousands of golfers at all levels of ability improve their games. The National Long Driving Championship conducted annually by *Golf Digest*, the Professional Golfers Association (PGA), and the PGA Tour has contributed over \$90,000 to PGA Junior Golf programs since its inception in 1975. *Tennis Magazine* originated the Fast Serve Contest, and also conducts Na-

tional Tennis Week, the largest progressive amateur tennis tournament in the country. Nearly one million players participated in National Tennis Week programs in 1978.

Golf Digest and *Tennis* have been working closely with recreation managers to help them organize company-wide golf and tennis programs. Subscriptions to *Golf Digest* and *Tennis Magazine* are offered to all NIRA member companies' employees at reduced rates. A book service and vacation planning service for both golf and tennis are also available to your employees at no charge. Recreation managers may order golf and tennis instruction booklets for their employees to help them improve their skills.

Recently, *Golf Digest* published a *Tournament and Golf League Manual* to help make recreation managers' golf programs more enjoyable for their golfers. It includes information on starting golf leagues, organizing golf outings, handicapping, and other *Golf Digest* services. A similar manual for corporate tennis programs will be available soon.

Golf Digest, Inc. is eager to help NIRA and its members with any aspect of their golf and/or tennis programs. For additional information, please contact Diana O'Donnell, *Golf Digest* and *Tennis*, 495 Westport Avenue, Norwalk, CT 06856—Phone (203) 847-5811. **rm**

CIRCLE READER SERVICE CARD NO. 5

Newsbriefs continued

survey, the number of keggers in the U.S. has risen 16% in the last five years to an all-time high of 64 million...The first full-length Hollywood movie about bowling is due for release next April. "Dreamer" will star Tim Matheson, Jack Warden and Susan Blakely. It is the story of a young bowler (Matheson) who dreams of becoming a pro. He is coached by a veteran bowler (Warden) and distracted by a girl (Blakely). The film climaxes in a nationally televised tenpin match between the hero and a legendary pro, played by real-life pro bowler, Dick Weber. The match will be announced by sportscasters Chris Schenkel and Bo Burton. **rm**



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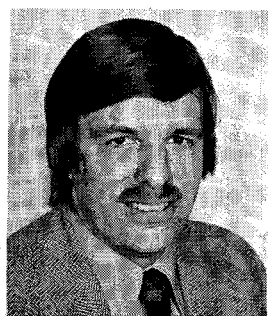
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CIRCLE READER SERVICE CARD NO. 6

tournament news



by Stephen D. Waltz, CIRA
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

The 1978 program year for Tournaments and Services activities is drawing to a close. This year has been a good one, with two new activities, World Golf competition and on-site trapshoots, added to the NIRA line-up.

World Golf competition

Member response to the new World Golf Association has been encouraging. More than 70 companies have requested over 21,000 brochures. Be sure to offer your employees an opportunity to become involved in this exciting new tournament. Informational brochures for all your golfers may be requested from NIRA Headquarters.

On-site Trapshoot

The first Winchester/NIRA Trapshoot was divided into East and West Divisions for on-site competition.

1978 WINCHESTER/NIRA TRAPSHOOTING TOURNAMENT RESULTS

EAST DIVISION	SCORE
1. Olin #1, E. Alton, IL	478
2. Cummins #2, Columbus, IN	472
3. Olin #2, E. Alton, IL	470
4. Delco Moraine-Office, Dayton, OH	456
5. Olin, Pisgah Forest, NC	450
6. Cummins #3, Columbus, IN	449

WEST DIVISION	SCORE
1. Control Data #1, Minneapolis, MN	459
2. 3M, St. Paul, MN	447
3. McDonnell-Douglas, St. Louis, MO	445
4. Coors #1, Golden, CO	437
5. McDonnell-Douglas E.C., St. Louis, MO	436
6. McDonnell-Douglas #1, St. Louis, MO	433

The NIRA Board of Directors may reorganize future on-site trapshoot tourneys to accommodate greater numbers of teams.

Fishing, Regional Golf, Bridge

In on-going tournament activities, Gene Miller, CIRA (Michigan Bell Telephone) reports that he has received a large number of entries in the Fishing Contest. Gene feels that the total number of entries will surpass last year's record of 63. Contest entries will be accepted through December 1, 1978.

Glenn Westover (Babcock and Wilcox) states that the number of entries received in this year's Postal Golf competition has increased significantly over last year's figure. Glenn is currently totaling the results of both the Postal Golf and Regional (On-site) Golf competitions. Names of national winners will be announced in RM.

A note of special thanks is in order for George Grigor, CIRA (Kodak Canada); Jack Lowery (Monsanto); Sue Siwicki, CIRA (Bankers Life and Casualty); Bill Bruce (Motorola); and Glenn Westover for their help and support with the Golf Tournaments.

This year's Bridge competition has also been completed. Results will also be published in RM. Once again, Maxine Kraft of Battelle Memorial Institute, provided excellent leadership for this activity. RM



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CIRCLE READER SERVICE CARD NO. 7

How do employees rate your programs?

A research team at Corning Glass asked employees what they liked about the recreation program —and what they thought was missing. The answers helped the company plan a more effective program

by David L. Groves, Ph.D.
Andrew A. Zadany, CIRA
and
Michael Whitlock

Effective programming is a primary responsibility for employee recreation practitioners. The central question is how to use limited resources to produce a quality program that benefits both the company and the employee. The answer lies in careful planning so that every effort contributes to an effective package.

The employee interest survey discussed in this article was developed by the authors and implemented at Corning Glass Company. NIRA members may request a copy of the complete survey by writing to:

David L. Groves, Ph.D.
Associate Professor
Department of Recreation
and Leisure
State University College
at Brockport
Brockport, NY 14420

The need

Employee recreation, fitness and services programs are usually fragmented. They tend to be series of separate activities, each with its own narrow objectives, rather than well integrated programs with consistent, program-wide goals. Basic questions are continually raised about the nature and value of employee activities because of this lack of continuity. These questions often imply that leisure experiences may not even belong in the industrial setting. Conscientious managers must develop the continuity that places employee activities in a more legitimate light. To do so, they must answer several important questions:

1. What are the recreational needs of the population to be served?
2. What are the present recreational patterns?

3. What is the relationship between recreational facilities and services provided by the company as compared with the community?

4. Are there program goals and objectives?

5. If so, how well have they been achieved?

6. What activities are going to be used to develop the program to achieve the goals and objectives?

7. What materials are needed to implement the selected program?

8. What approaches are needed to implement the selected program?

9. What type of training is needed for program implementation?

10. How does the program complexity level influence the selection and development of activities?

11. How does the program sequence influence the selection and development of activities?

12. What type of evaluation system will be used to assess outcomes?

The initial phase in program development is the inventory of employee recreation needs in relation to the existing program. This information will help the manager gain an overview of current programs and provide guidelines by which to consider potential new offerings. Such a needs assessment must be made within the context of program goals and objectives and will lead to the establishment of programming priorities. The primary problem in

conducting a program needs assessment is the lack of methodology. This case study was undertaken to develop and test a needs assessment questionnaire in an employee recreation setting.

Conducting the survey

This study was conducted with the cooperation of Corning Glass Works in Corning, New York. The employee population numbers between 8,000 and 10,000. The salaries and working conditions are similar to other industries in the northeastern United States.

The needs assessment questionnaire was designed to obtain:

- (1) Demographic information
- (2) An understanding of the perceived benefits of the recreation program to employees and the company
- (3) Information about recreation participation patterns associated with company sponsored programs and non-work time

continued
on following page

TABLE 1 Benefits to Individuals +

Response Categories	Coordinators %	Active %	Inactive %	Total %
a) Breaks up daily routine	12.1	12.1	9.1	11.1
b) Breaks up routine of home	9.0	0	0	3.0
c) Creates "esprit de corps"	0	6.1	6.1	4.0
d) Develops a sense of self-worth and self-confidence and expands personal horizons	18.2	6.1	3.0	9.1
e) Develops a competitive spirit	9.0	9.0	15.2	11.1
f) Helps improve leadership ability and sportsmanship	18.2	3.0	0	7.1
g) Improves physical health	36.4*	30.3	18.2	28.3
h) Improves emotional health	0	0	6.1	2.0
i) Increases mental alertness	0	6.1	0	2.0
j) Helps participants manage time more effectively	9.0	3.0	3.0	5.1
k) Helps participants meet new friends and develop social skills through common interests	30.3	30.3	36.3*	32.3
l) Mentally shortens work day	6.1	6.1	6.1	6.1
m) Non-responsive	24.2	3.0	24.2	9.1
n) Provides for recognition through awards	0	9.1	0	3.3
o) Provides opportunity for learning new recreational skills	6.1	9.0	6.1	13.1
p) Relieves tension	3.0	21.2	3.0	9.1

⁺This analysis was based upon a multiple response item.

Rate Your Program continued

Three different populations within the company were sampled:

- **Active employee participants** in company recreation programs
- **Non-active employee participants** (defined as individuals who did not take advantage of any programs, services or facilities offered by the employee association)
- **Recreation program volunteers**

The recreation program volunteers were selected by the recreation staff to be representative of all the divisions of the company and all areas of interest and participation in the recreation program. Each volunteer was asked to distribute randomly one questionnaire to an active participant and one to a non-active

participant within his/her division.

The response rate of this questionnaire was 74%. There were 99 usable questionnaires available for analysis. The data was analyzed by percentage distribution. Major discrepancies of trends were made on the basis of percentages larger than 35%.

Applying the results

The results of the Corning survey suggest areas of the company's employee program that were successful and those that could be improved. They form a basis on which to make program decisions.

The primary goal for the company that offers an employee program is a positive feeling toward it among

employees. Results of our survey indicate that employees perceive a relationship between recreation programs and both productivity and satisfaction with the company. Employees apparently feel that the program fosters cooperative relationships between the company and employees by encouraging the frank exchange of opinions, suggestions and ideas that benefit both.

The results indicate that different kinds of new activities would interest the three groups of employees surveyed. The active participants and recreation volunteers want more active sports. The primary focus for this interest is on team competition and leagues. The same results show that the nonparticipants are more

TABLE 2 Benefits to Company††

Response Categories	Coordinators %	Active %	Inactive %	Total %
a) Creates an atmosphere in which organizational and individual goals can meet in harmony	15.2	21.2	6.1	14.1
b) Creates better employee relations through friendship	45.5*	45.5*	15.2	35.4*
c) Creates loyalty toward the company	30.3	24.2	9.1	21.2
d) Gives the company a reputation of being a good place to work	0	0	3.1	1.0
e) Helps participants understand make-up of company and serves as a communication device	27.2	18.2	9.1	18.2
f) Helps improve employees' relations with supervisors	15.2	24.2	9.1	16.2
g) Helps prepare worker for advancement (social contacts)	2.1	15.2	0	9.1
h) Helps supervisors understand employee problems	0	3.1	0	1.0
i) Helps to improve personal relations with supervisor	21.2	24.2	6.1	17.2
j) Improves company morale	0	6.1	6.1	4.0
k) Improves employee attitudes toward work	27.2	30.3	15.2	24.2
l) Improves job performance or productivity	45.1*	36.3*	6.1	29.1
m) Reduces time lost due to illness	3.1	0	0	1.0
n) Increases on-the-job spirit	27.2	36.4*	12.1	25.2
o) No change (or effect)	3.0	3.0	6.1	4.0
p) Non-response	0	0	33.3	11.1

† This analysis was based upon a multiple response item.

†† Only two negative responses were received: (1) concerning injury and loss of work time, (2) a statement about recreation interfering with workday routine.

oriented toward family and social activities while the active participants prefer individual involvement with the program.

There is a correlation between how an employee participates in the recreation program and the activities offered. A significant proportion of all employees indicated an interest in additional family activities. If this type of activity were offered, it seems reasonable to expect that more people would participate in the program. In the case of Corning employees, family activities may be

the most effective means of increasing and broadening participation. A survey in another organization could reveal different interests.

These and other trends revealed by the survey results helped Corning reassess its program in light of employee recreation interests and needs. With the information afforded by the survey, program planners can be more confident that their resources are being put to the best possible use, from both the employee and the management point of view.

David L. Groves, Ph.D. is an Associate Professor in the Department of Recreation and Leisure at State University College at Brockport, New York. He is also a Trustee of the National Industrial Recreation Research and Educational Foundation (NIRREF). Andrew Zadany, CIRA is Director of Recreation and Employee Relations for Corning Glass in Corning, New York. He is a former NIRA Director. Michael Whitlock is a graduate student in the Department of Recreation and Leisure at S.U.C., Brockport. RM

TABLE 3 Types of Activities Should Add⁺⁺

Response Categories	Coordinators	Active	Inactive	Total
a) Active sports; e.g., volleyball, tennis, handball, golf, swimming	39.4*	60.7*	36.4	45.5*
b) Athletic and fitness facilities	12.1	12.1	9.1	11.1
c) Arts and crafts	6.1	3.0	6.1	5.1
d) Better programs and tournament coordination	0	6.1	0	2.0
e) Co-ed programs	6.1	6.1	9.0	7.1
f) Cultural events such as concerts and plays	0	3.0	0	1.0
g) Day care center	0	0	9.0	3.0
h) Entertainment such as movies and parties	0	12.1	0	4.0
i) Family activities and programs	15.2	9.0	39.4*	21.2
j) Fitness program	15.2	12.1	9.1	12.1
k) More organized travel	12.1	15.2	6.1	11.1
l) Non-response	12.1	3.0	33.3	16.2
m) Noon-hour athletic leagues and/or fitness programs	0	3.0	3.0	2.0
n) Other noon-hour programs	6.0	3.0	6.0	5.1
o) Open hours for recreation	3.0	3.0	3.0	3.0
p) Quiet room in work area	3.0	3.0	0	2.0
q) Outdoor program and facilities; e.g., boating and picnicking	3.0	3.0	6.1	4.4
r) Over 30 (years) athletic league	3.0	0	3.0	2.0
s) Passive activities; e.g., cards and indoor games	12.1	9.0	27.3	16.2
t) Professional instruction	6.0	0	6.1	4.0
u) Programs for women	0	9.0	0	3.0
v) Satisfied with program	27.3	18.2	6.1	17.2
w) Tennis facilities	3.0	3.0	6.1	4.0

⁺ The analysis was based upon multiple response items.

⁺⁺ The only problem was that of travel distance.



Come Blow Your Horn

The Goodyear Concert Band

Goodyear Aerospace employee Arnold File blows his baritone horn for the company band. His uncle, Steve File, directs the group.

The good old band concert in the park is a living tradition at Goodyear Tire & Rubber Company in Akron, Ohio. For more than forty years, the Goodyear Concert Band has entertained employees and the community. As many as 1,500 people may attend a single Sunday afternoon performance in the company's Wingfoot Park. Many more hear the band play throughout the year.

The band originated in the early 1930's as the Goodyear Youth Band. In the early days, the musicians were local teens whose performances included the razzle-dazzle of baton-twirling majorettes. In succeeding years, however, adults were admitted to the band and its name was

changed to the Goodyear Concert Band. Today, the 56-member band includes employees and members of their families. They come from literally miles around to participate.

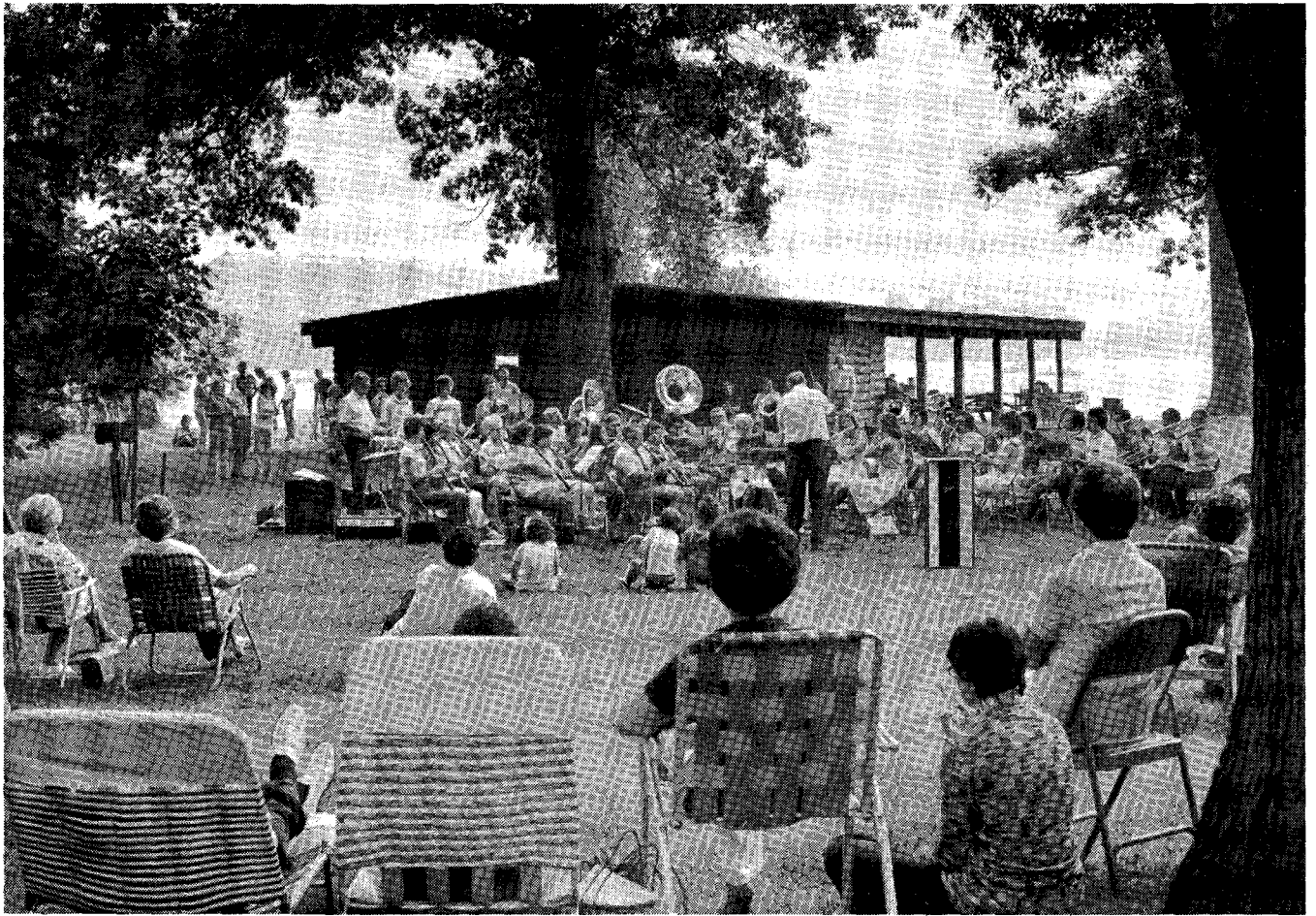
"Our band has members from thirteen communities other than Akron," said its Director, **Steve File**, last summer." It includes two sets of twins, five married couples and four parent-children combinations."

The family feeling among all band members draws together employees who might never have met otherwise. A tool and die foreman mans the percussion section. A traffic department employee plays the clarinet. A plant manager holds a chair in the trumpet section and an accountant blows the redoubtable

sousaphone.

From clerks to executives, the musicians follow the baton of Band Director Steve File, an employee in the company's industrial products test lab. He has led the group for thirty years. Under File's direction, Goodyear musicians enjoy their hobby while taking it seriously enough to build an impressive reputation. Evaluation and improvement are an integral part of the band's activities. In addition to weekly practice sessions, File meets regularly with key members of the band for

continued
on page 16



The band entertained 1,500 people at its annual summer concert in Wingfoot Park last August.



The traffic department is represented by clarinetist Denise Rankin.



Trumpeter Paul Lindstedt is manager of Goodyear's chemical engineering and pilot plant.

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CIRCLE READER SERVICE CARD NO. 13

Goodyear Concert Band continued



Director Steve File has led the band for thirty years.

planning and refinement of the group's repertoire.

The Goodyear Concert Bank has evolved into a valuable employee and community relations force. Its rousing music is a regular feature of all company-sponsored children's Christmas parties and all home games for the popular Goodyear basketball team. The group also participates in Goodyear United Fund drives and numerous other company functions. During its scheduled season, from mid-June to mid-September, the band entertains employees, their families and guests at the company's recreation center, Wingfoot Park.

Throughout the year, the band carries a universal goodwill message from the company to the community with its free concerts. The Goodyear musicians take their lively entertainment to senior citizens housing complexes and nursing homes. They play in local churches, social centers and in public parks.

The band's repertoire is devoted

to the American tradition of concert bands. It includes traditional arrangements of classical, semi-classical, religious, patriotic, Dixieland, swing and contemporary tunes as well as a standard selection of marches.

The band has succeeded over more than two generations because of the dedication of File and his employee-musicians. Monday evening practice averages 82 percent attendance, according to File. "And that," he adds, "says a lot for their dedication."

Band members supply their own instruments. Goodyear helps purchase music and other incidentals. The company also pays File a monthly salary as Director. Practice facilities at the Goodyear Theatre are available free to the band. Goodyear also sponsors honors for the band, as it does for other employee teams and clubs. A number of banquets during the year honor top performers and recognize participants who have outstanding attendance records.

The Goodyear Concert Band, like the employee Musical Review at Allen-Bradley Company (RM, October 1977), has interrelated benefits for both employee and public relations. It is a creative outlet for participants, a source of company pride and entertainment for other employees, a goodwill ambassador for the company throughout the community, and a genuine public service.

For more information about the Goodyear Concert Band and how a similar group can work in your organization, contact **B. A. "Bernie" Watts**, Director of Recreation, Goodyear Tire & Rubber Company, 1144 E. Market St., Akron, Ohio 44316—Phone (216) 794-3956.

Photos by
Carole Swartz
Associate Editor
The Wingfoot Clan

rm

The Chairman of Johnson Wax supports industrial recreation

THE GOODWILL OF THE
PEOPLE IS THE ONLY
ENDURING THING IN
ANY BUSINESS

Samuel C. Johnson
*Chairman and Chief Executive Officer
Johnson Wax*



"Recreation has been part of the Johnson Wax employee's way of life since the founding of our company in 1886. For example, it was the custom of my great-grandfather to give the employees a picnic every summer in the backyard of his home. And, at the turn of the century, men's and women's teams were formed to compete in basketball, baseball, softball and golf.

"Today, our 3,000 U.S. employees may participate in more than seventy different sports, clubs, special events, and services. However, the objective of our recreation program remains the same: to promote employee loyalty, fellowship, high morale, and physical and mental development.

"Recreation is a great equalizer, a good ice-breaker, and often an incentive for employment, combatting absenteeism and turnover. Intangible as they may be, both the individual and corporate benefits are many.

"We believe the recreation program at Johnson Wax is successful for several reasons. Above all, we get our employees involved in the planning and administrative aspects of the various activities. Even though we have a professional recreation staff, we consider this degree of employee involvement to be vital. We want and encourage our employees to be in on the decision-making in order that they may feel the recreation program is truly *their* program.

"In addition to this committee involvement, we regularly employ the use of written evaluations/questionnaires in which participants are asked to give, anonymously, their opinions and suggestions concerning a particular activity. Our recreation program is flexible; we are not afraid to make changes or to break traditions.

"I am happy to say that we have also been a forerunner in the area of providing a recreation program for our retirees. At Johnson Wax, we do not believe our relationship with a retiring employee ends with a party and the traditional gold watch. We work hard to keep a continuing relationship with the people who contributed so much to the success and growth of our company. We want our retirees, as well as our employees, to feel they are part of the Johnson family.

"I would like to leave with you an excerpt from a profit-sharing speech made by my grandfather back in 1927. Although the message is fifty years old, it speaks of my sentiments so well:

"'When all is said and done this business is nothing but a symbol . . . in a very short time these lively machines will become obsolete and the buildings for all their solidity must some day be replaced. The goodwill of the people is the only enduring thing in any business. It is the sole substance and the rest is shadow!'"

From *Top Management Speaks*

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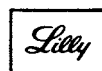
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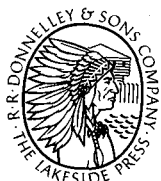
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TEXAS INSTRUMENTS
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The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,800 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

**National Industrial
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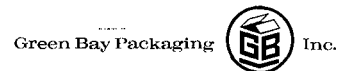
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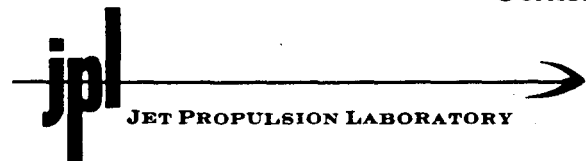
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with
Ruby Williams
President, Employee Recreation Association
and
Bill Bruce
Recreation Manager

The Recreation Office for Motorola, Inc.'s Phoenix operation encourages the formation of hobby, educational, social, physical activity and special interest clubs. The Office does not take an active role in forming these clubs, but does offer counsel and information about the proper steps to take in getting a club started. Clubs that meet specific requirements and comply with the necessary rules and regulations established by the Recreation Office are eligible for funding to help support their activities.

*The Recreation Office, under Manager **Bill Bruce's** direction, publishes a detailed manual entitled, simply, "How to Form a Club". It includes step-by-step guidelines for employees who wish to form new sanctioned clubs. It also provides sample by-laws and samples of all forms required by the Recreation Office. The guidelines and sample by-laws are published here.*

How to get started

Contact a nucleus of at least ten interested Motorola's. You should make sure you have fifteen or twenty people to allow for the normal drop-out rate. Get names, addresses, mail drops, plant name and phone numbers (both business and home). This will ease your job when preparing for your first meeting.

Planning your first meeting

Be thorough. Make sure you have cleared the date and meeting place. Try to schedule your meeting at a time and date that does not conflict with too many other events. Allow ample time for getting out meeting notices so the prospective members can arrange their time accordingly. Prepare an agenda outlining the objectives of the club. Set up a phone committee to contact all prospective members 24 to 48 hours prior to the meeting. Advertise in the Motorola Newspaper through the Recreation Office.

Conducting your first meeting

Predetermine who will preside at the first meeting. State the purpose of the meeting and the specific objectives of the club. It does not hurt to have some enthusiastic people primed to speak about the club. After action has been taken to form the club, it is time to appoint a nominating committee for the purpose of electing officers. A sub-committee should also be appointed to start work on a constitution and/or by-laws. Make sure all in attendance have filled out enrollment cards containing the vital information noted above as well as any other pertinent facts needed by your particular club.

Completing your second meeting

Arrange a meeting place and date for your second meeting, making sure to correct any problems encountered at your initial meeting. Send out invitations and reminder notices; then follow up with phone calls. Also, publicize the meeting through the company publication as before. Send your announcement through the Recreation Office.

Follow a meeting agenda that includes all of the following items:

- (a) Review the proposed constitution and/or by-laws. Have enough copies for all the prospective members. Copies can be mailed to prospective members ahead of time for their review. This will shorten the time needed to discuss the documents.
- (b) Elect officers from a slate presented by the nominating committee. Accept nominations from the floor. Elected officers should take office immediately.
- (c) Establish a suggested list of committees such as: Membership, Program, Special Events, Publicity, Trophies and Awards, Banquet plus any others appropriate to your club.
- (d) Consider membership dues. This will give you a good source of operating capital.
- (e) Name your club and write its name into your constitution and by-laws.

Gaining official support

You are now ready to proceed with your club activities. What you do and how far you go is in your hands. The success of the club depends on good programs.

The following requirements must be fulfilled if you are to maintain a club that operates within, and is partially funded by, the Motorola Corporate Recreation Office. Your club:

1. Must start with a minimum of ten members
2. Must have a purpose
3. Must have a constitution and/or by-laws (sample available) and furnish a copy to the area Recreation Office
4. Must have a governing group of officers and/or board of directors who run and control activities through appointed committees
5. Must have a bonafide checking account rather than interest bearing account (due to the IRS requirements).

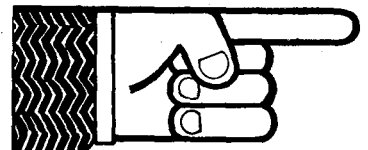
6. Must maintain good records in several areas:
 - (A) *Treasurer* must keep books in an efficient manner suitable to meet audit requirements
 - (B) *Secretary* must keep records of attendance/participation and recreation hours expended. He/she must report monthly, using an official form, to the area Recreation Office
 - (C) *Officers* must keep the Recreation Office informed of all activities conducted by the club, as well as announcements, results, etc.
 - (D) *Officers* must keep the Recreation Office informed of all changes in officer's names, addresses, phone numbers, etc. They must use the official officers form when making corrections.
7. Must furnish the area Recreation Office with a new officers list, using the officers form, following club elections.
8. Must furnish, on a monthly basis, a copy of the club roster, using the official form. (Not necessary if roster remains static). Rosters furnished on other than the official form will not be accepted. Roster forms must be completed with all information requested.
9. Must furnish monthly reports noted under 6B above

Failure to comply with these requirements will be cause for delay in monetary subsidy for your club, until such time as the club fulfills its obligations.

All employee clubs, leagues and associations must take the responsibility for finding meeting places, scheduling meeting times and making other necessary arrangements. Your responsibilities include arrangements for such facilities as meeting rooms, golf courses, tennis courts, billiard halls, trapshooting club facilities, pistol and rifle ranges, softball diamonds, gymnasiums, dinner/banquet halls and handball/racquetball courts.

The Recreation Office will provide club officers with information and assist them in negotiations. The success of the club, like its initial organization, however, depends upon the interest and support of its members.

GETTING IT DOWN ON PAPER



SAMPLE

Club By-laws on following page . . .

**SAMPLE
CONSTITUTION AND BY LAWS
MOTOROLA _____ CLUB**

Article I—NAME

Section 1. *Name*—The name of this association is Motorola _____ Club.

Article II—PURPOSE

Section 1. *Purposes*—The purposes of this association are to promote and foster interest in good fellowship, sportsmanship, and fair play, and to conduct activities in furtherance of these purposes.

Article III—MEMBERSHIP

Section 1. *Eligibility—Motorolans*—All employees of the Motorola Western Area Division and Motorola Corporate employees located in Arizona shall be eligible for membership in this Club. Resident personnel employed by other Motorola Divisions are also eligible for membership in this association.

Section 2. *Eligibility—Non-Motorolans*—Resident personnel not employed by Motorola, assigned to any Division, may be eligible for membership in this Club at the discretion of the Board of Directors of the Club.

Section 3. *Dues*—All eligible personnel shall become members of the Club for the existing year upon payment of the annual dues established by the Board of Directors.

Section 4. *Privileges*—Each member shall be entitled to all privileges of membership including the rights to participate in Club activities, to hold office and to vote except for the following restrictions:

- (A) Only Section 1. members shall be eligible to vote or hold office.
- (B) Members must meet the requirements specifically provided for in the By-Laws in connection with eligibility for the various Club activities.

Section 5. *Voting*—Each member eligible to vote shall be entitled to one vote on each matter submitted to a vote of the membership.

Section 6. *Termination of Membership*—All memberships terminate with the end of the calendar year. Membership may be renewed by eligible personnel during subsequent calendar years by payment of the annual dues. Membership may be cancelled by the Board upon final termination of employment at Motorola. Members may be suspended or expelled for cause by at

least two-thirds vote of the Board of Directors meeting with a quorum, upon the filing of written charges signed by three members. Such accused members shall have a right to an open hearing before the Board of Directors, and, if suspended or expelled, shall have the right of appeal to the membership.

Article IV—YEAR

Section 1. *Year*—The year shall coincide with the calendar year.

Article V—BOARD OF DIRECTORS

Section 1. *Directors*—There shall be a Board of Directors consisting of nine active members of the association elected by the membership as provided in Sections 2 and 3 below.

Section 2. *Nominations*—The Board of Directors shall appoint a Nominating Committee. The Committee shall elect at least twice as many nominees as there are directorships to be filled. Five Directors shall be elected for terms beginning in odd-numbered years and four in the even-numbered years. Any member may submit additional nominees to the Committee. The names of all nominees will then be submitted to the membership for voting during the sixty days preceding the annual meeting.

Section 3. *Elections*—All voting shall be by secret written ballot prior to the annual meeting. The number of candidates equal to the number of vacancies receiving the highest number of votes shall be elected. Sufficient run-off elections shall be held if necessary until all vacancies are filled.

Section 4. *Term of Office*—The Directors shall serve for two-year terms starting with the next year beginning after the election, or until their successors take office.

Section 5. *Removal from Board*—A Director may be removed from the Board for good cause by at least a two-thirds vote of the Board meeting with a quorum. Such accused Director shall have a right of appeal to the membership.

Section 6. *Replacement Procedure*—In the event a Director fails to complete his term, the Board shall use any of the following procedures:

- (A) Submit the unfilled Directorship in a special election to the membership. The Director so elected shall serve for the remainder of the uncompleted term.

- (B) Select a member of the Club to complete the unfinished term.
- (C) Leave the position unfilled either until such time an election is held per Section 2 of this Article or a member is elected or selected per parts (A) or (B) of this section.

Section 7. Powers of the Board—The Board of Directors, as a body, conducts, manages and controls the affairs of the Club. The Board may issue and amend by-laws, rules and regulations for the government of the club and to promote its purposes which are consistent with this Constitution. The Board shall safeguard all funds and other property of the Club. The Board may delegate certain duties and powers to committees. However, the Board shall retain the right to overrule decisions and actions of these committees.

Section 8. Meeting of the Board—Meetings of the Board of Directors shall be held upon the call of the Chairman of the Board, or by agreement of the necessary quorum. All available members of the Board shall be notified of a meeting. A majority of the Board membership shall constitute a quorum for the conduct of business. A majority of the Directors present at any meeting must concur in any adopted action of the Board. The Chairman of the Board may vote on any matter brought to a vote. If necessary in order to break a tie after three indecisive ballots on any proposed Board action, the Chairman may decide the matter and his decision shall constitute the decision of the Board.

Section 9. Record of Board Meetings—The Board shall keep a record of its proceedings and the same shall be available for inspection by any member of the Club at all reasonable times. A written summary of the business transacted at each meeting will be accessible to all members.

Article VI—OFFICERS

Section 1. Officers—Officers of the Club shall be a President, a First Vice President, a Second Vice President and a Secretary-Treasurer. The officers shall be elected by the Board of Directors from among the membership of the Board and shall hold office for one year, or until their successors take office.

Section 2. Removal from Office—Any officer may be removed from office for good cause by at least a two-thirds vote of the Board of Directors meeting with a quorum. This is independent of any action that may be

taken to remove a Director from the Board, and shall be done without prejudice. Expulsion or suspension from the Club per Section 6 of Article III shall mean automatic removal from the Board of Directors.

Section 3. President—It shall be the duty of the President to preside as Chairman at all meetings of the Club and of the Board of Directors. He/she shall have general supervision over the affairs of the Club, subject to direction and control of the Board of Directors. All committees shall be appointed by the President with the advice and consent of the Board of Directors.

Section 4. First Vice President—In the absence of the President or in the event of his/her inability to act as determined by the Board of Directors, the First Vice President shall exercise all powers and perform all duties of the President. He may also have such additional duties as may be assigned to him by the President or the Board of Directors, or both.

Section 5. Second Vice President—In the absence of the President and First Vice President or in the event of their inability to act as determined by the Board of Directors, the Second Vice President shall exercise all powers and perform all duties of their offices. He/she may also have such additional duties as may be assigned to him/her by the President or the Board of Directors, or both.

Section 6. Secretary-Treasurer—The Secretary-Treasurer shall keep and maintain records of all transactions of the Club and the Board of Directors, and prepare reports thereof as required or as directed by the President or the Board of Directors. It shall also be his/her duty to receive money belonging or payable to the Club and to deposit, hold and/or disburse the same and keep records thereof in a manner approved by the Board of Directors. He/she shall account for all receipts and disbursements at such times and in such manner as the Board of Directors may specify. All checks must be signed by the Secretary-Treasurer, President or First Vice President.

Article VII—CLUB MEETINGS

Section 1. Annual Meeting—The Annual Meeting shall be held during a banquet held on or

continued on following page

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Ideas Clinic continued

Proposed activities can then be analyzed by a single shared set of standards. This framework will help you argue persuasively for your proposals and will help management appreciate your activities' contribution to corporate success.

An employee program that is developed by design, according to management goals and with input from employee participants, will enjoy support from both sectors. It will help the sponsoring company discover, develop and promote leadership. It will be a program that not only teaches sports and develops recreational outlets, but also provides training in supervision and promotes cooperation.

This is no secret formula. In fact, it is so basic a concept that it can be disappointing to those seeking a complex new approach to improving relations with management. The demanding part of it, of course, is the development of the well-organized professional approach that wins points with management.

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.

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By-laws continued

about the last Saturday in September, at which the introduction of the new Directors for the forthcoming year will take place.

Section 2. Special Meetings—Special meetings of the Club shall be held upon the call of the President, or by the Board of Directors, or upon written request to the President by ten members in good standing specifying the reason for the request in reasonable detail. Meetings shall be held at places designated by the Board of Directors.

Section 3. Conduct of Meetings—The attendance of twenty percent of the membership, not counting the Directors, at any meeting of the membership shall constitute a quorum for the transaction of business. All meetings and deliberations thereat shall be conducted in accordance with the latest issues of *Robert's Rules of Order*, except where the same may conflict with the specific provisions of this Constitution.

Article VIII—ADOPTION

Section 1. Adoption Procedure—This Constitution shall be presented to the members of the Motorola _____ Club in good standing as of January 1, 19____, by the President of the Motorola _____ Club for a written vote on adoption. If at least two-thirds of the members voting on the adoption shall favor it, this Constitution shall be considered adopted on March 1, 19____ (same year).

Section 2. Predecessor _____ Club All assets, records and debts of the _____ Club previously established for Motorola employees in this association shall be transferred to this Club upon the adoption of this Constitution. All previous records and play, maintained and sponsored by such previous Clubs shall be considered as the records of play of this Club without interruption.

Article IX—AMENDMENT

Section 1. Amendment Procedure—Amendments to the Constitution shall be suggested either by written petition to the President signed by twenty percent of the membership or by the Board of Directors. The petition shall set forth specifically the proposed amendment and the reason therefor. A favorable vote of two-thirds of the members voting on the amendment shall be necessary to adopt. All amendments shall take effect on the date of the election adopting the amendments.

rm



by
Melvin C. Byers, CIRA
NIRA Consultant

Q. How can we get management involved in the recreation and services program? I'm not talking about an occasional golfer from the Board of Directors or even executive participation in the fitness program. What we need—and can't seem to get—is real commitment on the part of management to support our programs. We are never sure which activities will be granted the necessary support and which ones will get shot down. This makes our job a constant uphill battle and makes us feel that we must beg for every favor we get from upstairs. Sometimes, it seems as if each request is greeted with a "well, what is it now?" attitude. We're trying to improve employee morale, but this situation is demoralizing to me and to the volunteers I work with. Is there anything we can do to turn this situation around?

A. Your problem will sound familiar to many recreation administrators, both volunteers and professionals. It is the almost inevitable result of the unusual history of our field.

Employee programs began in a casual, piecemeal way in most companies. Employees organized softball teams, management sponsored a family picnic, or the two cooperated for a Christmas party. It was hardly more than a "nice little extra" that management did not take seriously. Even now, as our field becomes increasingly professionalized and our potential to improve productivity gains recognition, many otherwise contemporary members of management still view employee programs as a loose collection of relatively insignificant, isolated recreation activities. Unfortunately, many practitioners still have a similarly narrow view of their own programs.

In some companies, rather extensive employee programs have developed because of the personal interest of a single executive. This is especially true of privately owned companies whose officers have a sincere "family" feeling for their employees. There

are many advantages to this system. Its tragic weakness, however, is that the support may last only as long as the executive benefactor does. As grateful as we are for the personal support of individual executives, we must secure the future of our programs by making them an accepted element of corporate planning that transcends the personal interests of individual officers.

To be taken seriously, you must take a broad view of your own position in the company. You will never get wholehearted management support for an isolated softball league or social event. Your company's officers have more important, bottom-line concerns. To gain their attention, you must incorporate your activities into legitimate personnel management programs.

The first requisite for administering an employee recreation and services operation from a serious management perspective is to develop a set of sound and practical objectives that are acceptable to management and you. Once you initiate this kind of process, management may require you to submit an outline of objectives. Developing such an outline may prove to be a more difficult exercise than you had anticipated; but its benefits are great, both for your individual sense of purpose and the increased respect you will command from management.

Remember, as you consider your objectives, that they should be tied to the corporate goals of high productivity and low overhead. Specific activities and facilities, as far as management is concerned, are *means* to these ends. Be flexible, when discussing objectives with those whose approval you need. Work to find ways in which your program can be of real service to employees and their employer.

The agreement on objectives will establish a common ground between you and management.

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organization profile

General Dynamics Recreation Association

1978 NIRA/Citizens Savings Award Winner

by Jerre Yoder

Many of the finest employee programs today are those that began with open management support many years ago. General Dynamics Recreation Association (GDRA) in Ft. Worth, Texas was one of those pioneering programs. It was organized in 1949 to provide recreation facilities and wholesome leisure activities for General Dynamics employees and their families. GDRA has grown from limited facilities and activities in the early 1950's to the present operation that includes 33 activities and an 80-acre recreation area.

Our recreation area provides a clubhouse containing meeting rooms; a ballroom for both square and ballroom dancing; a theatre; a T.V. lounge; and health rooms for men and women, complete with saunas and exercise equipment. GDRA has four field houses supplying basketball, volleyball, and badminton courts; three handball courts; karate and judo rooms; a fully equipped rock-hound shop; a table tennis area; and a model airplane room.

Outdoor sports are accommodated by three baseball diamonds for Mustang, Bronco, and Pony Leagues; three softball diamonds for men's, women's and girls' teams; and four lighted tennis courts. A new field has been built to serve the quickly expanding soccer activity and the Association's large football program. Other facilities include an automotive shop for car buffs; picnic areas with kiddie rides and a miniature train; a miniature golf course; more than 50 barbecue pits, including a Texas-size pit that will easily hold half a steer; two lighted volleyball courts; a building that houses ceramics and pottery equipment; and an enclosed children's playground

with slides and swings.

The outstanding feature of the Recreation Area is an Olympic swimming pool, with 5- and 10-meter diving platforms, a 17-foot-deep diving well, 50-meter racing lanes and an instructional area. Swimming lessons are available during the season at a nominal fee and Junior and Senior Lifesaving courses are conducted at the end of the swimming season.

GDRA's recreational facility is augmented by the Association's 18-hole championship Squaw Creek Course located 20 miles from the Recreation Area. A beautiful clubhouse, including a pro shop, snack bar, and clubroom, is situated on a hill overlooking a lake and the golf course. Annual memberships are available to employees, or they may use the course on a greens-fee basis.

Monies necessary for developing and operating the facilities are derived primarily from vending machine receipts at General Dynamics' Fort Worth plant. However, the organized activities strive to be self-supporting by requiring participants to pay nominal activity fees, which are collected, accounted for, and disbursed by GDRA in accordance with each activity's requirements.

GDRA is governed by an Employee Council composed of commissioners of the various activities, representatives at large and management representatives. The commissioners and representatives at large are employees who volunteer their spare time to promote, organize and manage recreational activities for their fellow employees. A full-time manager and staff are employed to maintain the Association's facilities and administer operations in accordance with the policies and rules ap-

proved by the Employee Council. The enthusiasm, cooperation and dedication of the GDRA staff and the Employee Council is basic to GDRA's success in providing its members with the finest recreational programs and facilities available. Employees govern, manage and participate in their Association's activities.

OBJECTIVES

GDRA is a dynamic goal-setting organization that constantly strives to increase participation by developing new programs, ideas and concepts. The Association continually looks and listens for new ideas and ways to improve existing programs. Desired results are achieved through the enthusiastic and dedicated efforts of a professional staff assisted by many volunteers. All our efforts are initiated and measured according to four expressed goals.

- a. To promote, manage, conduct and coordinate the recreational activities of all the employees of General Dynamics' Fort Worth Division, their families and other eligible members
- b. To promote, manage, conduct and coordinate the social welfare activities of the employees, their families and other eligible members
- c. To promote cooperation between employees and management of General Dynamics' Fort Worth Division in connection with all social, recreational, athletic and welfare activities of the Association
- d. To provide a well-rounded and comprehensive program of wholesome leisure activities and opportunities for all of the employees of General Dynamics' Fort Worth Division, their families and other eligible members

The professional staff at GDRA reports directly to the Chief of Employee Services of General Dynamics' Fort Worth Division. The Director of Industrial Relations and the Chief of Employee Services serve as members of the GDRA Employee Council. The Chief of Employee Services also serves as a member of each Council Committee that heads GDRA operations and programming. This close liaison between the GDRA staff, the Employee Council and management provides a smooth avenue for experienced advice from management to the Association while it assures management of a moderating role in Association affairs.

Well-organized and regular evaluation helps the GDRA staff and volunteers meet our objectives. Individual evaluation reports are required annually of each activity commissioner. These reports are reviewed by the professional staff. On-going evaluation is conducted informally and formally by the recreation professionals

and management during staff meetings. Continuing evaluation is also conducted by members of the Employee Council during committee and Council meetings. Particular attention is focused on the attitudes, comments and recommendations of participants in the different activities and special events.

PLANNING

Maintaining a quality program in any organization requires careful planning. Because we have a wide range of facilities and activities, planning for GDRA must center around the budgeting process. Near-term and long-term questions are considered and decided as our budget allows.

Long-range planning, or course, is fairly general. It involves determining future program needs and facilities use. History has proven that participation in many activities is cyclical or unpredictable. This means that we must monitor employee interest and manage the program in the near-term while attempting to define trends that will guide us in long-range planning.

Long-range planning at GDRA in the past few years has involved both maintenance and improvement. Our list of pending projects has included repaving tennis courts and parking lots, replastering the swimming pool, rebuilding golf greens, replacing equipment and remodeling buildings as well as expanding soccer and picnic facilities and locating available facilities to accommodate growth. Many of these projects have already been accomplished. However, budget restraints have required constant reevaluation and replanning.

The Association's strength and stability both short-term and long-range, depend upon a sound financial foundation. This is why we follow strict financial planning, accounting and review procedures.

GDRA operations are funded primarily by company subsidy from vending machine revenues and secondarily from nominal fees for activity participation. GDRA can make no long-term financial commitments except through a trust fund. Adequate monies must be available on a near-term basis to complete any project before it is started.

The GDRA proposed annual budget is developed by the professional staff, a management representative and the budget committee of the Employee Council. It is reviewed and approved by the Employee Council and submitted to management for consideration and approval. Throughout the year, stringent cash control, inventory control, procurement, accounts payable, open commitment and disbursement signatory procedures are

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Soccer at GDRA has rapidly become a popular participation sport and community relations plus.

followed. Informative monthly financial statements and budgetary performance measurement reports are presented to the Budget Committee and Employee Council at regularly scheduled meetings. All of these controls together assure that our daily administration and overall planning are solidly based.

SPECIAL SUCCESSES

We are fortunate at GDRA to be able to meet a wide range of employee recreation and service needs. Even so, we have found that two of our most successful activities are sports programs—for basketball and soccer—which organizations of virtually any size and funding level can consider.

Basketball at GDRA has grown from a small disorganized activity four years ago into a large well-organized activity sponsoring programs for men, boys and girls. The men's program now consists of a strong eight-team, two-division league with a post-season tournament. The boys' program has experienced similar growth. The girls' program has been unique both in GDRA and the larger community. Girls' basketball, which is played under boys' rules at GDRA, has grown from a one-league, four-team operation to a two-league, seven-team activity. Girls' basketball at GDRA is especially important. The GDRA leagues have offered one of the few opportunities for girls' basketball competition in our city, since the Ft. Worth school system will not offer a girls' basketball program until next year.

The basketball activity has met many challenges during the past four years. The major accomplishment in that time has been organizing the activity to meet mushrooming employee interest. Basketball has managed to stay financially sound during its time of growth. Three years ago, the activity had no financial reserve and operation was marginal. Revenues are now generated from nominal activity fees and concession stand profits. To-

day, the reserve is \$2,200 and the activity is self-sustaining, despite an annual budget of approximately \$4,500 per year.

The soccer activity at GDRA was organized in 1974 with 13 girls and 44 boys. Since that time, the activity has grown to a total enrollment of 230 participants and 15 teams. The program is geared toward General Dynamics employees and their families; but has also reached out into the Ft. Worth community by opening the program to friends of employees. A substantial growth in employment at General Dynamics should generate even a larger program next year.

The soccer activity stresses participation. Coaches are required to play each participant at least one-half of every game. Strong emphasis is placed upon sportsmanship and the fun and skills of soccer, rather than winning. Leaders for the activity are recruited from among the participants, because it is their enthusiasm that is essential to its success.

The financial security of the soccer activity is assured by tight fiscal management of income generated from activity fees, proceeds from concession stands and nominal profits from the sale of soccer balls, shirts and socks.

Like our girls' basketball activity, GDRA soccer brought recreational benefits to the larger Ft. Worth community. Our league, in fact, formed the basis for a new citywide soccer league. The GDRA soccer commissioner was instrumental in promoting and organizing that league. He also served as its first president.

The GDRA soccer activity has met its objective of providing an outstanding soccer program for employees and their families and friends. We are glad to see it grow into a benefit for the community as well.

Our basketball and soccer leagues have been exceptional in their rapid growth and remarkable success. They are typical of GDRA activities, however, in their reliance upon careful planning and their combination of management and employee support.

Jerre Yoder has been Chief of Employee Services at General Dynamics in Ft. Worth since April 1976. He was Manager of GDRA for three years before accepting his present position. Yoder is a founder and past President of the Dallas-Ft. Worth Metroplex Recreation Council (MRC) and was elected to a two-year term as NIRA Vice President of Finance last May. rm

**NIRA Awards
honor employee programs
of all sizes**

*

**1979 nominations open
in January**

Fair Exchange

Employee recreation internships
match students who are eager for practical experience
with recreation programs that need
high quality, low cost assistance

by Carla Gilliam
Lockheed Missiles & Space Company, Inc.

Imagine that you are a student. You have just graduated from college. It is time to pick up the want ads and find a job in your field. If your specialty is engineering or computer science, the market will come to you. But if it is recreation, journalism, social welfare, or a score of other competitive fields, you could bide your time waiting for the perfect opening that might never come.

Say you land a few interviews with prospective employers. You find that a high grade point average and a list of scholastic honors is not as impressive as you thought it would be. Your professor/advisor sends glowing recommendations about your abilities and potential. Still having a hard time landing a good job?

You bet. Especially if you have no field experience.

"Any person has to have a lot of experience to get a job in the field of recreation," confesses **Steve Coffey**, sports and club coordinator for Lockheed Employees' Recreation Association (LERA) in Sunnyvale, California. Coffey has been involved in recreation for the last ten years, starting as a volunteer with the San Leandro Recreation Department. But most of his professional skills resulted from a four-month internship at LERA last spring.

The LERA internship enables a student to explore the various aspects of employee recreation, fitness and services by researching existing programs and developing management and programming skills under the direction of a professional administrator. The student is expected to concentrate on one or two areas of programming,

such as sports, clubs, travel, or special events. During the course of his/her internship, the student conceives and develops new LERA programs or activities in those areas.

"The proof of the students' success is whether they receive employment after completing their internship with us, as Coffey has done," states LERA's Executive Director **Ken Leonard**. "At the conclusion of their stay four-fifths of our interns have either gone to work for us or have found employment in other agencies or companies upon graduation."

It is not necessary to begin as a recreation intern to get a job in that field at Lockheed. I spent the first part of my 1978 summer vacation as an intern in public relations for the company. During my six-week stint I wrote articles for the company newspaper and handled press releases with the news bureau. During the last five weeks of summer I was hired to work for Ken Leonard and the LERA staff. With LERA, I got the chance to polish public relations skills picked up during my internship. Not only did I write news releases but I also spent a lot of time dealing with the public by coordinating photo events and handling hotel/motel reservations.

As a communications major at California State University, Chico, I was not required to do an internship, but I had decided that field experience before graduation would help with career decisions. Coffey, a recreation major at San Francisco State University, was required to

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Carla Gilliam and Steve Coffey formed a publicity and programming team. Upon completing their internships, both were hired by Lockheed Employees' Recreation Association: Coffey permanently and Gilliam for the remainder of her college summer break.

do an internship in order to graduate with a B.A. In both our cases, we were primarily responsible for locating our own internships.

Coffey's recreation experience and my writing background helped us in securing our internships because they indicated that we had serious professional objectives as well as useful academic skills. George Mulhern, Director of Public Relations at Lockheed Missiles & Space Co., was typical of those who accept interns when he said "We try to get the student who will be helped most and who will help us." Students must understand that no employer accepts interns simply because the students have an internship requirement to fulfill. Students must make the relationship a fair exchange by offering proven skills and growth potential in return for a learning experience.

Getting used to a professional work atmosphere is an important benefit of the intern experience, from the student's point of view. The job is generally more varied and much more rewarding than the usual student job. At

the same time, it gives the intern a first-hand look at a profession and helps him/her to decide whether it would be a good career choice.

Conceived in 1966, LERA's industrial recreation internship was the first of its kind in the United States. Due to the increasing importance of employee recreation, fitness and services, Ken Leonard feels that a team internship like the one we practiced last summer will be helpful in planning and developing programs in the future. The recreation-oriented intern will plan activities and be able to implement them with the communications assistance of a journalism or marketing major.

A student intern takes concepts learned in the academic setting, and applies them to practical problems in the business world. Not only does the student learn from the work atmosphere but the business benefits from the varied skills of the intern. After all, the success of any exchange is measured by the degree to which it benefits all parties concerned. And an internship program certainly does that. **rm**

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CIRCLE READER SERVICE CARD NO. 9

What is the market for student interns?

by William B. DeCarlo, CIRA
Peter Gumbinger
Kathy McFadden

Is a college intern an asset or a liability to an employee recreation program? This was the question that prompted a recent survey conducted by Peter Gumbinger and Kathy McFadden for the National Industrial Recreation Research and Educational Foundation (NIRREF). The survey took the form of twelve simple questions and was mailed to 315 NIRA members. Ninety-one companies responded for a 29% return.

Data Highlights

- Fifty percent (50%) of the companies surveyed had offered an employee recreation program for twenty-five (25) years or more.
- Forty-two percent (42%) of the respondents currently accept recreation interns. An additional twenty-five percent (25%) would consider this practice.
- Fifty-three percent (53%) of the companies accepting recreation interns provide some sort of financial support.
- Sixty-six percent (66%) of the respondents indicated that the intern should work a forty (40) hour week; twenty-five percent (25%) preferred more than twenty (20) hour's work weekly.

- Sixty-six percent (66%) of the respondents indicated that the length of the internship should be 12-14 weeks, while twenty-five percent (25%) indicated the length should be twenty-four (24) weeks.

Respondent Perceptions

- Expected intern strengths and abilities:

Administration	56%
Budget	31%
Leadership	50%
Sports	31%

- Experiences provided to interns during the intern period:

Program Observation	71%
Leadership	
Opportunities	65%
Supervision	62%

Analysis & Conclusions

While the respondents surveyed were not directly questioned as to whether interns are an "asset or a liability", the results clearly establish

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that a substantial majority of respondents (67%) either accept or would consider accepting interns. From this 67% figure, one might hypothesize that the sixty-one companies involved feel that there is a positive outcome from accepting interns. This hypothesis is further supported by the data which indicates that, of those companies accepting interns, 53% offer some sort of financial support.

There is no data from this survey which explains why 33% of the organizations surveyed do not, nor will not, accept interns. One might speculate that inhibiting factors could include lack of understanding or interest, legal ramifications, financial constraints, restrictive company policies and lack of professional staff supervision.

An interesting outcome of the data was that 66% of the respondents indicated that internships should be

12-14 weeks in duration. An identical proportion, 66%, believed that interns should work a forty-hour week. On the other hand, 25% felt that the internship period should be twenty-four (24) weeks long. Twenty-five percent (25%) also felt that something in excess of twenty hours of work/internship a week was adequate.

From this data one might speculate that companies recommending the shorter 12-14-a-week internship period believe that the longer 40-hour work week is important and the companies recommending the longer internship period of 24 weeks find that the shorter 20-hour week is acceptable. While this may be true in some instances, it is more likely that intern work schedules are the result of college or university policies and regulations.

In summary, the survey results established the market for student

interns. On the basis of this preliminary sampling, we know:

1. At least thirty-eight NIRA companies accept interns.
2. At least an additional twenty-three NIRA companies would consider accepting interns in the future.
3. There is obvious acceptance of recreation interns in some industrial recreation settings.
4. There is considerable need for more information and research in this area.



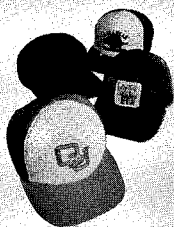
Bill DeCarlo, CIRA

Peter Gumbinger and Kathy McFadden, who conducted the study, are students in the Recreation and Leisure Department at the State University of New York at Brockport and were supervised in their effort by the author, William B. DeCarlo, CIRA. DeCarlo is Manager of Recreation Services for Xerox Corporation in Rochester, New York. He has served as Chairman of NIRREF for the past eight years. He was President of NIRA in 1975-76, and is currently a member of the Leisure and Recreation Faculty at the State University of New York at Brockport.

A list of companies that offer internships is available to NIRA members from the Association's headquarters office.

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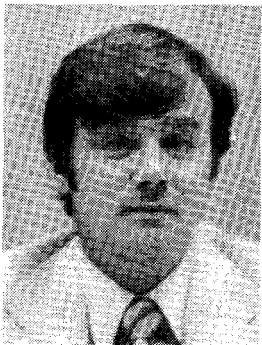
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meet your board



Alan F. Benedeck is new to the NIRA Board of Directors. Region III voters elected him Junior Director last May. He will represent members in Illinois, Indiana and Michigan until May 1980.

Benedeck is Community Relations Manager for Allstate Insurance Company's Northbrook, Illinois headquarters. He became involved, unofficially, in employee activities because he believes that employees are part of the community he must serve. As a

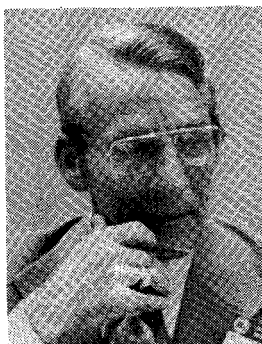
"volunteer", in the strictest sense of the term, Benedeck has blended community and employee programs in some cases, to serve both audiences. Benedeck attended Eureka College and Concordia College, both in Illinois. He is active in many community organizations. He serves on the Board's Public Relations and Membership Committees.



Susan M. Siwicki, CIRA shares Alan Benedeck's responsibility to Region III members. She began her year as Senior Director in May 1978.

Siwicki is Employee Services Supervisor for Bankers Life and Casualty Company in Chicago, Illinois. She joined NIRA in 1972 and has been active in regional and national activities. She is a co-founder of the Chicago Association for Recreation and Employee Services (CARES) and serves as the Council's

Vice President for Programs. She coordinated the first and second annual Region III Conferences in 1977 and 1978 and helped administer her region's on-site golf tournaments. Siwicki is a graduate of Viterbo College. She serves on the Board's Committees for Public Relations and Regional Management.



B. A. "Bernie" Watts joined the NIRA Board for the first time last May. He is a Junior Director from Region II, which includes Ohio, Kentucky, West Virginia, Maryland, Delaware, Rhode Island, Pennsylvania and the District of Columbia.

Watts is Director of Recreation for Goodyear Tire and Rubber Company in Akron, Ohio. He worked for many years with his predecessor, Past NIRA President **Charles Bloedorn, CIRA** (Goodyear, retired). The

program he helped build and now directs is exemplary among employee programs, worldwide. It has won the NIRA Citizens Savings award for overall excellence. The company's Chairman of the Board, **C. J. Pilliod**, is a former NIRA Employer of the Year. Watts is a graduate of North Carolina State University. He serves on the Exhibitors and Tournaments & Services Committees of the Board.

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Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall—(614) 891-8121.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5000.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 228-3171.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme—(202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida—(213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles—(212) 551-3201.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Bob Barlow—(714) 236-5717.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary*, Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

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Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

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Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

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Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

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Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

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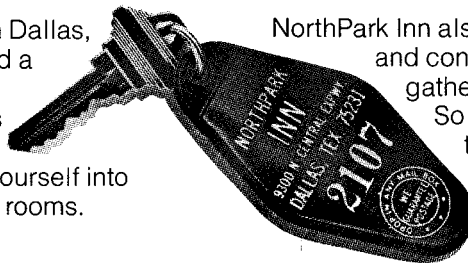
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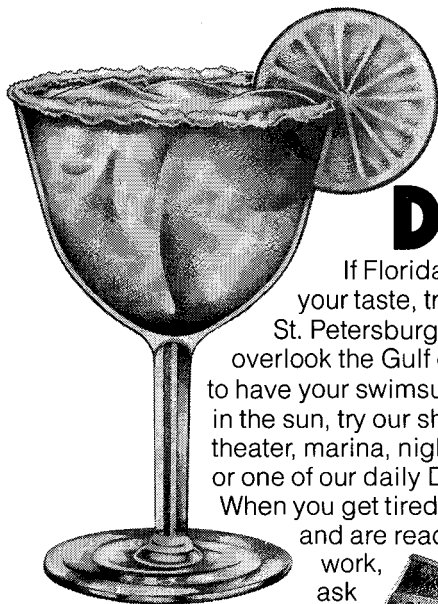
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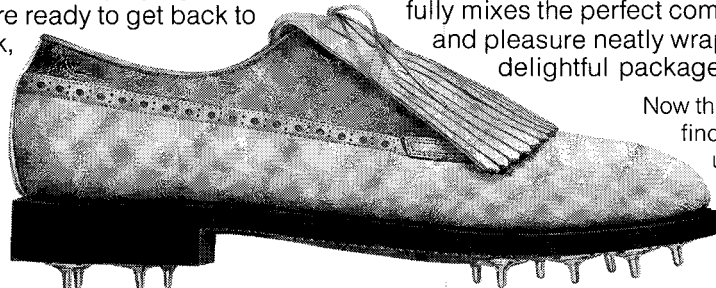
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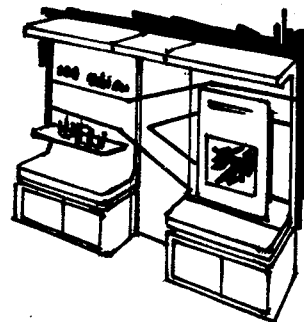
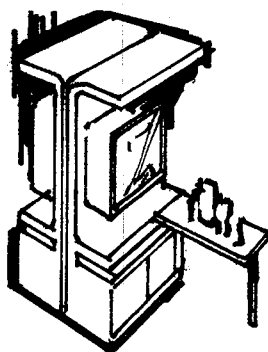
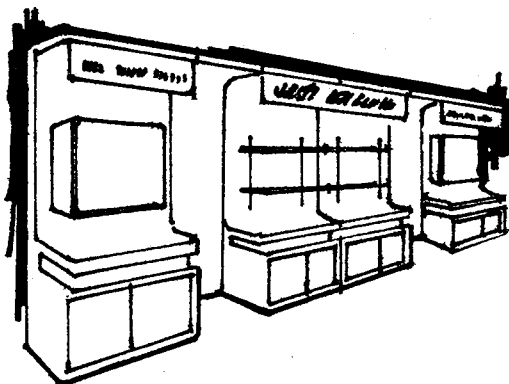
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CIRCLE READER SERVICE CARD NO. 2

about the cover



Should facilities induce new activities; or must activities justify new facilities? This riddle of employee recreation is solved in a unique way at 3M Company's Nature Center in Minneapolis-St. Paul. There, a new nature center is developing along with an employee Nature Club. The Center will grow and develop new activities as Nature Club members increase their knowledge and skills.

In other stories, we report on the Region VII Conference and Exhibit as well as the Region III Conference. A report on the last regional meeting of 1978, in Region II, will follow next month. This issue also describes a recent facilities and activities survey. In separate stories, we explore means of gaining management support and employee participation. We also welcome yet another new Industrial Recreation Council in California.

Next Month: Management issue/1979 Buyer's Guide

The NIRA President would like a word with you . . .

. . . about controlling your own destiny

The most common frustration of people in our field is a lack of respect and support from management. Some of us feel shut out of the decision making process that determines the destiny of our programs. Many of us feel we must fight the "fun and games" image of employee activities. Unfortunately, too many of us still perpetuate that image. We fail to realize that an employee program is a business and we must be managers.

There is more to this business than selling tickets and knowing how to run a bowling tournament. Regardless of whether you are a paid activities leader or a volunteer, your job is to manage.

It is essential to recognize the difference between being merely an *administrator* and being a *manager*. An administrator, essentially, implements a program approved by someone else. A manager determines what the program will be. An administrator sees to it that things run smoothly. A manager makes them happen. An administrator completes projects. A manager formulates them and evaluates their success.

The greatest problem facing even successful businesses today is declining productivity and the inflation it fosters. Your purpose is to contribute to the solution of that problem through activities and services that increase employee morale, fitness and loyalty.

A good administrator can keep an activities schedule full and ticket sales booming. But the effect of his program and his status in the organization will be as limited as his vision. Your true goal as manager is higher productivity in your company, not increased participation at the bowling lanes.

A manager must have a creative imagination and the willingness to



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

risk the untried. To use these talents, he requires practical guidelines by which to determine which solutions will work and decide how to implement them. That kind of knowledge is available to you, but you may have to make an unusual effort to obtain it.

If you are not included in a regular management training program in your company, you must make your own. The acquisition of management skills is the only way to gain control of your own affairs within the organization. There are many ways to get the training you need.

First, educate yourself about the internal systems of your company. Know what other managers know so that you can make things happen for your program, rather than depend on someone else. Find ways to meet the people who make or break your program and work with them directly whenever possible.

Get formal management training—through your company, if possible, or on your own. Pick up the rudiments of accounting and business management. Find training in program planning, budgeting and time management.

Refresh and expand your skills in public relations and publicity. Get your training informally, by meeting with communications professionals in your company or find outside courses on the subject.

Learn useful sales techniques. There are specialized seminars and general courses that teach the basic steps toward making a sale. Tap them for assistance in selling your program.

Review your methods of managing volunteers. Regardless of whether you have a staff, the success and growth of your program depends upon volunteers. Specialized publications such as this magazine and materials from the American Society of Association Executives (ASAE), are excellent sources of such practical education.

Read anything you can find that will broaden your knowledge and competence in your field. Seek out information about funding, taxation, liability and other legal questions that could effect your program. Learn all you can about other employee programs, the broader personnel field and general trends in business. Analyze whether your present methods of operation are the best means by which to meet your goals. Do not simply accept the pattern you inherited. Be prepared to change, if necessary. In short, do everything you can to control your program's destiny—and your own.

Dick Brown

Promote management development to gain management support

by John H. Rappalie, Ph.D.

The manager in employee recreation must develop three anchor points for his program:

- A. The concepts, principles and values of employee recreation
- B. The impact on the lives of employees as members and participants, individually and collectively, through program activities
- C. The supportive involvement of the business enterprise through its managers

Effective response to these three different spheres of influence might be visualized as three interlocking or overlapping circles. The challenge to the employee recreation director is to optimize the area of overlapping. The most effective program is one in which the manager is able to define objectives, develop an organizational structure, initiate activities, and evaluate them so that none of these major influences is compromised.

A program loses its effectiveness if any one influence becomes overpowering. We all know of programs that are professional to the degree of abstraction in the sense that management is not apt to support them and employees show very little enthusiasm as participants. Each of us could also identify industrial recreation programs so management-dominated that the basic tenets of employee recreation are violated and employees are likely to view the activities as an effort by management to "brainwash" them. To the other extreme, there are programs that are so lacking in leadership that they show little or no influence of direction or support from management. If the recreation director maintains a careful

balance among the three important influences, however, the structure of his program should remain sound.

Building a balanced employee program must begin with sound objectives. Objectives, however, are sometimes stated in such broad and generic terms that they become mere abstractions. Objectives and policies should develop from real experiences. They should be stated operationally or in the form of specific guidelines that can be applied to actual situations.

Some time ago, we listed several possible objectives and asked sample groups of employee recreation directors and members of top management to assess the relative importance of each. Marked differences in evaluation appeared between our group of recreation directors and our sample of upper-level managers. Five objectives were favored by the recreation directors but tended to be rejected by managers and business officers:

- (1) To broaden leisure-time activities
- (2) To increase knowledge of leisure-time activities
- (3) To increase skill in recreation activities that give pleasure and satisfaction to employees
- (4) To strengthen family relationships
- (5) To improve the mental health of employees

Two objectives included in our list were clearly favored more by management than our recreation directors. They were:

- (1) To support all approved charity drives
- (2) To obtain employee reactions to company policies

Two objectives on our list showed relatively close agreement by our recreation directors as well as our management group. They were:

- (1) To strengthen and improve employee/supervisor relationships
- (2) To provide off-the-job experiences that will strengthen the business administration skills of employees

It is the latter objective that can be the key to management understanding and support of employee programs.

I have audited meetings of employee recreation committees in which the recurring lament is the lack of management support. Company executives are sometimes characterized in such discussions as being concerned about profits, at the expense of employee well-being. Recreation program leaders are surprised that management does not jump at the chance to broaden leisure-time activities, strengthen family relationships, or take part in activities that will improve the mental health of employees. The incongruity of such a judgment is that these same program leaders return to their desks or work benches to carry on a variety of activities in the interest of gaining only one objective: to increase profits by reducing costs and improving productivity.

NIRA members who fail to recognize the overwhelming concern for profits that characterizes the activities of business managers are not alone. Ecologists and environmentalists unwittingly throw out the baby with the bath water in their communication with industry, by suggesting changes in processing methods so costly that they would bankrupt a plant or industry. The plain fact of life for every employee recreation director, however, is that an effective program is possible only with management support. This support is forthcoming when the recreation director can argue persuasively that the profits of the business enterprise would be improved by direct encouragement of the recreation program.

Let us assume that, for effective recreation management, the needs of employee participants and the basic goals of the business enterprise must receive balanced attention. The next question is what can be done to further the achievement of such objectives. Of primary consideration is the influence of organizational structure on the effectiveness of the employee recreation association.

Many employee activities directors operate with a very loose and informal organization. Not only is this a poor approach to recreation leadership, but it also invites management skepticism about the value of your program. You will encourage management interest and support if you duplicate the structure of a business en-

terprise in your recreation organization. Recreation programs continuously involve every major business function except, perhaps, production. Even so, the need for a diverse organizational structure is not recognized in many programs as they develop. A program will be likely to command management attention and support if it includes the following areas of specialization:

- Administration
- Personnel
- Accounting and Finance
- Purchasing
- Sales and Promotion
- Research and Development
- Records and History

A financial investment in the employee association, as a natural business training forum, would be minimal compared with the cost of canned programs and outside consultants.

By operating as a business and thereby teaching business values and skills, your program can develop the kind of management support enjoyed by the Junior Achievement (JA) program. Across the years, JA has been supported enthusiastically by members of management. To a considerable degree this support is the result of the familiarity and identification they sense with an organization similar to the one that means bread and butter to them. If you have seen young people participate in the varied activities and offices of a Junior Achievement program, you are aware of what a positive learning influence it is in their lives. An employee program, when properly organized, offers the same teaching atmosphere for future managers in the existing employee group.

A recent estimate placed U.S. industry and government spending on adult job training at \$100 billion dollars annually. Much of this tremendous sum is expended with a rather sublime faith on the part of the purchasers that the behavior of employees will be altered significantly toward the interest of increasing profits. Those specialists who are knowledgeable in the areas of human learning and behavioral change, scoff at most of the money and effort invested in such training activities. Even most recent innovations, such as business games,

continued on following page

assessment centers and modeling often give no assurance that those who complete these programs will be more effective in their jobs. In fact, some research indicates certain training is more detrimental than helpful.

Activities of an appropriately structured recreation program offer a new setting for management development. Managers of personnel, purchasing, accounting and sales can identify readily with the concerns of their counterparts in the employee association. Learning how to develop a budget for an employee activity, under the direction of an experienced advisor, can be fun and directly satisfying. The same exercise can be dull and seem irrelevant in the context of a traditional management development program.

A program will be successful if it is organized and administered according to solid management guidelines and thereby attracts the attention and support of executives who respect those principles.

To date, only a few leaders in recreation have seen the tremendous potential of their programs for training participants for careers in business management. A financial investment in the employee association, as a natural business training forum, would be minimal compared with the cost of canned programs or outside consultants. In addition, participant motivation through the activities association would be higher; learning would be more rapid; and retention more permanent than it

would be in any traditional management development program. This potential for practical training has been overlooked by many employee recreation directors. It could be the "secret weapon" in the battle for management interest and support.

Although management support is crucial to employee programs, I am well aware that the bread and butter of a recreation director's job are the activities that develop under his direction. Business training has entirely practical applications to the operation of the employee association.

Employee activities programs depend heavily on volunteer leadership. If I propose that we have a Christmas dance, for example, I probably will find myself chairing and directing the activity, even though I may not be qualified to do so. Volunteer leadership, quite often, is not much better than leadership by lot. The recreation director who is able to select volunteer leaders on the basis of their training and performance in employee activities can operate his program as the successful business it should be.

The most effective employee program manager is, simply, one who *manages*. A program will be successful if it is organized and administered according to solid management guidelines and thereby attracts the attention and support of executives who respect those principles. In this specific sense, as in general recreation philosophy, what is good for the employer is good for the employee program.

John H. Rappaport, Ph.D. retired recently from a lifetime career as an industrial psychologist with General Motors Corp. and Owens-Illinois, Inc.

REGION II CONFERENCE & EXHIBIT
A full report in the Dec/Jan RM

One innovative and helpful tool in the leadership research field has been pioneered by Dr. Fred E. Fiedler ("The Leadership Enigma", *Psychology Today*, March, 1967). Dr. Fiedler developed a simple, three-item rating scale that can enable a recreation director to select and define leaders accurately, in a natural way, without embarrassment. To use Dr. Fiedler's system, a director could ask his officers and members to rate coworkers on a numerical scale.

A score is determined by simple addition of the three numbers that have been marked. Dr. Fiedler identifies such a score as an "LPC", Least-Preferred-Co-Worker. The LPC reveals a person's

emotional reaction to the people with whom he cannot work effectively. High LPC scores identify leaders who tend to be "relationship-oriented". Low LPC scores identify leaders who are "task-oriented". I would hypothesize that success of your program and activities demands more "relationship-oriented" leaders than "task-oriented" ones.

To test the applicability of this method to your program, take a distribution of LPC scores for your present leaders and members and relate it to the success and failure of the activities led by each person.

Helpful	8 . 7 . 6 . 5 . 4 . 3 . 2 . 1 .	Frustrating
Unenthusiastic	1 . 2 . 3 . 4 . 5 . 6 . 7 . 8 .	Enthusiastic
Efficient	8 . 7 . 6 . 5 . 4 . 3 . 2 . 1 .	Inefficient

The Nature Path

A new employee club and facility
develop together
at the 3M Nature Center

by Donna Kostka, Ph.D.



Snowshoes are basic winter equipment for 3M Nature Club members.

Adapted from an article first published in the Proceedings of the Association of Interpretive Naturalists national workshop held in Tucson, Arizona, April 3-7, 1978.

A rare, pioneering kind of employee recreation facility is under development in the St. Paul, Minnesota area. The 3M Nature Center is remarkable for several reasons. First, it is unusual to find a major U.S. corporation interested in starting a nature center. It is also uncommon to find participants in an employee club who have the opportunity to take on a do-it-yourself nature center project in which they handle the majority of the resource management and interpretive work.

It is rare, as well, to find a nature center planner being hired long before an architect is brought in.

These unusual events were set in motion by **John Leslie, CIRA**, Manager of Employee Recreation at 3M Company headquarters in St. Paul. Leslie envisioned a part of 3M's employee recreation complex at Tartan Park as an ideal setting for a nature center. The 483-acre Tartan Park, managed by **Ed Bruno CIRA**, already contained an 18-hole golf course, four lighted ball fields, a five-star field archery range, two picnic pavillions, downhill skiing and snow tubing hills, an ice skating area, cross-country skiing trails, snowmobile trails, jogging trails, 12 tennis courts, a radio controlled model

airplane field, an astronomy observatory and an operating station for a short wave radio club. Amidst all this recreational development, however, Tartan Park included no opportunities for nature observation and recreation.

With the approval of the 3M Club, the company hired an interpretive consultant, Donna Kostka—then Assistant Professor of Resource Management and Interpretation at the University of Wisconsin, River Falls—to prepare a preliminary design for a Horseshoe Lake Nature

continued
on following page

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CIRCLE READER SERVICE CARD NO. 3

Nature Path continued

Center. Kostka's study was to determine the desirability and feasibility of establishing such a center. It examined the recreational needs and interests of potential users, the 14,000 3M employees in the St. Paul area, and researched the natural resource conditions of the site.

Employee naturalists

Interviews with 3M employees revealed a high level of interest in starting a nature center at Tartan Park. Employees were especially excited about the opportunity to take an active role in the development of the center, rather than having the company hand them a completed nature center. For this reason, the preliminary design called for the formation of an employee nature club. The group was expected to be composed of highly motivated 3M employees who would welcome the opportunity to get away from their

urban environment and help restore the natural resources of the area. It was hoped, too, that club members would eventually serve as volunteer naturalists for their fellow employees and visiting groups from the community.

An initial 3M Club survey identified more than 200 employees who were interested in working in the Nature Center. Of that group, nearly fifty have remained active in the Nature Center Club. It is this nucleus of volunteer naturalists that has begun to translate the nature center plan into a living reality.

Long-range goals

Research on the natural resources of the Horseshoe Lake site included the study of topography, geology, soils, hydrology, climate, vegetation and wildlife. Information also was gathered on adjacent land ownership, area historical background,

watershed district plans, regional population and zoning changes, projected highway plans and other nature centers either in operation or schedule for development in the region.

One of the major recommendations resulting from this study was that more land be incorporated under future nature center management. Tartan Park acreage does not presently include the entire shoreline of Horseshoe Lake. A priority system was designated to indicate which land would be most desirable for inclusion, if available, in the nature center. The original 56-acre nature center site could have its acreage nearly doubled through purchase, trade, or land use agreement.

Other recommendations showed the best locations for a headquarters building, trails, blinds and other features. One trail section was proposed for the use of handicapped visitors. Its design included surfacing and a grade of less than five percent. The nature center building was designed to conserve energy and blend into the natural environment by being built into a high ridge and having a partially sod roof. The interior of the building was envisioned to contain a pass-through area for all nature center visitors which would contain exhibits, bathrooms and shelter from weather. This area would be separated by a security gate to protect offices, equipment and meeting rooms when the building is unsupervised.

Recommendations also established resource management goals for vegetation at the nature center. One of the main projects will be prairie restoration of an area presently in pasture grass, but still containing a good number of prairie flowers surviving from the days when the area was an oak-savannah habitat. Other resource management goals are the improvement of Horseshoe Lake's shoreline which is presently flooded, the upgrading of water quality which is affected now by golf course fertilizers, and the protection of forest areas which are subject to tree diseases and over-maturity.



Club members are learning about the Nature Center in preparation for becoming guides themselves.

Preliminary work

Originally, Nature Center Club members offered a great deal of enthusiasm but very few skills in natural resources management. Forty-five Club members, together with their families, spent the summer of 1978 learning how to manage a nature center. They volunteered their services to an existing nature center in the St. Paul area in exchange for the opportunity to learn by doing. They will put their practical experience to work in two important projects for 1979. When weather permits, the group will begin to preserve portions of the center that are threatened by erosion. They will also implement initial stages of the Kostka plan by laying out and constructing walking paths, which should be ready for moderate visitor traffic by the fall of 1979.

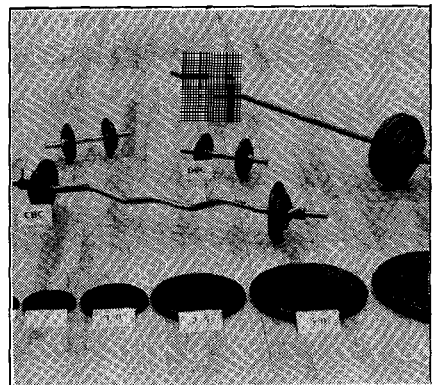
In the next few months, while St. Paul settles in for the Minnesota

winter, club members will devote their energies to community relations work for the Nature Center. They will hold informal discussions with adjoining land owners and community groups to explain the purpose and potential of the Center. The Club is especially concerned with continuing traditional community access to the land area while restoring and preserving its natural state.

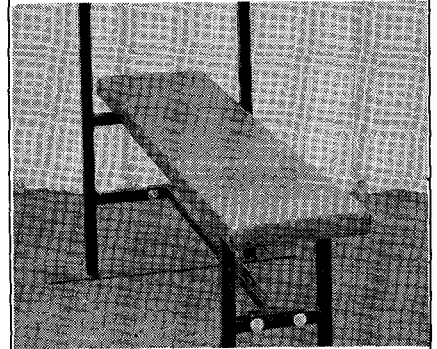
According to the Kostka plan, it may take 150 years to restore fully the native habitat in the 3M Nature Center. Completing the dynamic natural facility, however, is far less important than the educational and recreational experiences it will open to employees along the way.

Dr. Donna Kostka is an interpretation and recreation specialist in the Great Lakes regional headquarters of the U.S. Fish and Wildlife Service.

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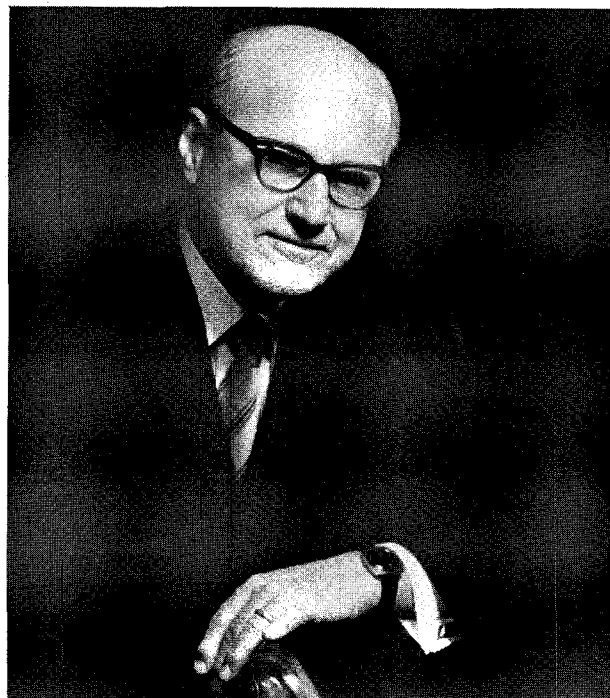
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The President of Flick-Reedy Corp. supports employee recreation

INDUSTRIAL
RECREATION MUST
BROADEN ITS AREA
OF CONCERN AND
EMBRACE THE WHOLE
COMMUNITY

Frank Flick
President
Flick-Reedy Corporation



"I believe we can do more to tap the great potential of industrial recreation. For years, industrial recreation has focused on the employee himself. Now it is being broadened to embrace the family, with more emphasis on family programming. The next big step? I believe industrial recreation must broaden its area of concern once again, and seriously embrace the whole community, from which the company must solicit its future employees.

"A major development of our time is the discovery of the power of the private, commercial sector to help solve a wide variety of community problems. We see increasing evidence that business can hire and train the hardcore unemployed, edu-

cate functional illiterates, help reduce the rate of high school dropouts, help save alcoholics, even help rehabilitate criminals. Now I believe that industry should show what it can do to help meet community needs in the areas of recreation and health.

"Industry today has vast resources in the form of physical recreation facilities, trained recreation professionals, and experienced recreation volunteers. I urge that these resources be put to work, more energetically and imaginatively than ever, to serve not only employees but also the people in plant communities. To some extent, it already is being done, but more can and should be done in this area of industrial recreation."

From *Top Management Speaks*

Check the publications order form card at the back of this issue



From an educational session
1978 NIRA Conference and Exhibit

Conduct Your Own Research

Case study of an in-house survey

by
Hal Scheinkopf
with
Michael Whitlock

How do you know whether your program is reaching as many employees as possible? How should you determine which activities to continue, modify, or drop? How can you discover which new activities would improve your program?

Word-of-mouth, informal polls and attendance figures tell part of the story. To gain a well-rounded picture of your program's impact, you must supplement these sources with well organized research. Such research can be handled internally, with a minimum of outside involvement. When the recreation staff is not qualified to develop and conduct such studies, professionals from personnel, training or other departments may be able to assist.

Last month, **RM** carried the report of a needs assessment survey developed and administered at Corning Glass ("How do employees rate your program?", **RM** Oct. 1978, pp. 10-13). This month's article describes a different approach that worked for the Xerox Recreation Association (XRA) in Rochester, New York.

The Xerox Corporation has a long tradition in employee programs. This tradition encompasses the physical as well as the mental well-being of Xerox employees, retirees and employees' families. The corporation's programs are varied and often generously funded. Nevertheless, elements of its recent employee recreation survey can be adapted for programs in a number of different organizational settings.

Last fall, Xerox Corporation and the Xerox Recreation Association Board of Directors began a thorough re-

view of the employee activities program. Their purpose was to make the program more responsive to the needs and desires of the employees who live and work in Monroe County, New York. As an integral part of this review, the XRA planned a study with a two-fold purpose:

- To collect information that would aid the XRA and its Board in assessing the present success of the Association in contributing to a better life for employees
- To develop information that would provide direction for the future development of the XRA

To carry out the purpose of the study, specific data was needed in four areas:

- 1) To determine employees' awareness and usage of XRA facilities and activities
- 2) To discover the level of satisfaction/dissatisfaction with XRA facilities and activities
- 3) To understand employee attitudes toward the XRA and, by implication, to determine the impact of Xerox Corporation's sponsorship and support
- 4) To learn what activities employees would like to see offered in the future

Before implementation of this study, a variety of methods was considered. Among them were informal

continued on following page

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a recent
RM reader survey . . .

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RICHARD M. BROWN, CIRA

President
National Industrial
Recreation Association

***Survey report in the Dec/Jan RM**

Research continued

discussion groups, a mail survey, a poll by telephone and personal interviews. Sampling considerations and costs determined the final selection of survey method.

It was necessary, at the outset, to choose a manageable sample group for survey purposes. The number of Xerox employees and retirees in Monroe County exceeds 15,000. Since XRA membership also includes family members, the total number of eligible participants is several times greater. In narrowing our sample population, the first decision was to exclude retirees, who have their own organization, and families of Xerox employees. The sheer volume of the remaining group precluded contacting all members. Still, it was essential to retain a sample group that was sufficiently large to allow representation of all significant employee groups. A sample size of 1,000 employees was recommended.

To assure representativeness and projectability in the sample group, the employee population was first segmented by payroll class and work location. The segments' respective percentages of the total were applied to the sample group of 1,000. The sample was then drawn at random from among the representative segments.

Due to the sample size, the use of personal and telephone interviews was eliminated from further consideration. The remaining techniques, group discussions and a mail survey, were teamed to provide a more complete and balanced reading than either could give separately. The discussion groups provided qualitative information that amplified the data obtained in the mail survey.

Early in development of the survey project, researchers decided to take advantage of machine data tabulation available at Xerox. The questionnaire was precoded utilizing a multiple punch concept which allowed the use of internal computer facilities. A letter explaining the purpose of the study and suggesting benefits to the employees accompanied the questionnaire. Provision was also made for a solicitation of those who did not respond to the initial mailing.

The XRA Questionnaire is reprinted here in its entirety. Results are now being tabulated. For further information on the development, administration and use of the survey, contact William B. DeCarlo, CIRA, Manager of Recreation Services, Xerox Corp., Xerox Square, Rochester, New York 14644—Phone (716) 423-3196.

—
Hal Scheinkopf, as Manager of Marketing Research, is a member of the Corporate Staff, Xerox Corporation. **Michael Whitlock** is a graduate student in the Department of Recreation and Leisure at State University of New York at Brockport.

RESEARCH REPORT—Dec/Jan RM:

The effect of recreation on productivity

XRA QUESTIONNAIRE

1. During 1977, XRA has provided a broad year-round program of social, cultural and physical activities. Below is a partial list of such activities. Please check (✓) in Column 1 each activity of which you, personally, are aware. If you are aware of an XRA activity that is not listed, please write it in on the lines provided.

ANSWER QUESTIONS 2, 3, 4 AND 5 IF YOU HAVE PARTICIPATED IN ANY ACTIVITY OR USED ANY XRA SERVICE; OTHERWISE, GO TO QUESTION 6.

- 2a. For each activity/service that you have participated in during 1977, please put a check (✓) in column #2 if you participated only once; put a check (✓) in Column #3 if you have participated regularly; put a check (✓) in Column #4 if you participated infrequently or occasionally.

b. Please put a check (✓) in Column #5 for any activity that you participated in 1974, 1975 or 1976 but not in 1977.

c. Please put a check (✓) in Column #6 for any activity that you are participating or plan to participate in 1978.

	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6
Activity	Aware	Once	Regularly	Occasionally	Participated In 1974, 5, 6	Plan To Participate
Softball	() 7	() 40-1	() -2	() -3	() 73	() 33
Basketball	() 8	() 41-1	() -2	() -3	() 74	() 34
Bowling	() 9	() 42-1	() -2	() -3	() 75	() 35
Tennis	() 10	() 43-1	() -2	() -3	() 76	() 36
Golf	() 11	() 44-1	() -2	() -3	() 77	() 37
Sailing	() 12	() 45-1	() -2	() -3	() 78	() 38
Slimnastics	() 13	() 46-1	() -2	() -3	() 79	() 39
Physical Fitness	() 14	() 47-1	() -2	() -3	II () 7	() 40
Yoga	() 15	() 48-1	() -2	() -3	() 8	() 41
Golf Instruction	() 16	() 49-1	() -2	() -3	() 9	() 42
Tennis Instruction	() 17	() 50-1	() -2	() -3	() 10	() 43
Skiing Instruction	() 18	() 51-1	() -2	() -3	() 11	() 44
Horseback Riding Inst.	() 19	() 52-1	() -2	() -3	() 12	() 45
Table Tennis	() 20	() 53-1	() -2	() -3	() 13	() 46
Hunter Safety	() 21	() 54-1	() -2	() -3	() 14	() 47
Dancing	() 22	() 55-1	() -2	() -3	() 15	() 48
Chorus	() 23	() 56-1	() -2	() -3	() 16	() 49
Art/Painting Classes	() 24	() 57-1	() -2	() -3	() 17	() 50
Music Lessons	() 25	() 58-1	() -2	() -3	() 18	() 51
Ski Club	() 26	() 59-1	() -2	() -3	() 19	() 52
Bridge Club	() 27	() 60-1	() -2	() -3	() 20	() 53
Automobile Club	() 28	() 61-1	() -2	() -3	() 21	() 54
Xmas Party	() 29	() 62-1	() -2	() -3	() 22	() 55
Jogging Day	() 30	() 63-1	() -2	() -3	() 23	() 56
Travel Tours	() 31	() 64-1	() -2	() -3	() 24	() 57
Tickets (Movies, RPO, Sports, etc.)	() 32	() 65-1	() -2	() -3	() 25	() 58
Hunting/Fishing Licenses	() 33	() 66-1	() -2	() -3	() 26	() 59
Other	() 34	() 67-1	() -2	() -3	() 27	() 60
	() 35	() 68-1	() -2	() -3	() 28	() 61
	() 36	() 69-1	() -2	() -3	() 29	() 62
	() 37	() 70-1	() -2	() -3	() 30	() 63
	() 38	() 71-1	() -2	() -3	() 31	() 64
	() 39	() 72-1	() -2	() -3	() 32	() 65

- 3a. (FOR EACH ACTIVITY MENTIONED IN Q2b) Why didn't you participate in the activity in 1977? Please be specific.

66

76

- 3b. For each activity in which you have participated *regularly* in 1977, how satisfied were you with the facilities provided:

	Column 1	Column 2	Column 3	Column 4	Column 5
Participated Regularly In:	Very Satisfied	Somewhat Satisfied	Neither Satisfied/Dissatisfied	Somewhat Dissatisfied	Very Dissatisfied
III	() 7-1	() -2	() -3	() -4	() -5
	() 8-1	() -2	() -3	() -4	() -5
	() 9-1	() -2	() -3	() -4	() -5
	() 10-1	() -2	() -3	() -4	() -5
	() 11-1	() -2	() -3	() -4	() -5

3c. For each activity regularly participated in and rated somewhat or very dissatisfied, why did you rate _____ somewhat/very dissatisfied. Please be specific.

_____	12	18
_____	13	19
_____	14	20
_____	15	21
_____	16	22
_____	17	

3d. For each activity in which you have participated *occasionally* in 1977, how satisfied were you with the facilities provided:

	Column 1	Column 2	Column 3	Column 4	Column 5
Participated Occasionally In:	Very Satisfied	Somewhat Satisfied	Neither Satisfied/Dissatisfied	Somewhat Dissatisfied	Very Dissatisfied
_____	() 23-1	() -2	() -3	() -4	() -5
_____	() 24-1	() -2	() -3	() -4	() -5
_____	() 25-1	() -2	() -3	() -4	() -5
_____	() 26-1	() -2	() -3	() -4	() -5
_____	() 27-1	() -2	() -3	() -4	() -5

3e. For each activity *occasionally* participated in and rated somewhat or very dissatisfied, why did you rate _____ somewhat/very dissatisfied. Be specific.

_____	28	34
_____	29	35
_____	30	36
_____	31	37
_____	32	38
_____	33	

4a. Among those activities in which you *regularly* participated in 1977, which activity, if any, failed to meet your expectations?

_____	39
_____	40
_____	41
_____	42
_____	43
_____	44

4b. In what way(s) didn't activities mentioned in question 4a meet your expectations. Please be specific.

_____	45	50
_____	46	51
_____	47	52
_____	48	53
_____	49	54
_____		55

4c. Among those activities in which you *occasionally* participated in 1977, which, if any, failed to meet your expectations?

Activities failing to meet expectations:

_____	56	59
_____	57	60
_____	58	61

4d. In what way(s) didn't activities mentioned in question 4c meet your expectations? Please be specific.

_____	62	68
_____	63	69
_____	64	70
_____	65	71
_____	66	72
_____	67	

5a. Below are some phrases about XRA, its facilities, activities and services. We would like your opinion about each attribute. On a scale of 1 to 10, 10 for GOOD, 1 for POOR, please rate each phrase. If you rate XRA HIGHLY on an attribute, give it an 8, 9 or 10; if you rate XRA POOR, then give it a 1, 2 or 3, and if you rate XRA FAIR, then give it a 4, 5, 6 or 7.

		POOR									GOOD
		1	2	3	4	5	6	7	8	9	10
Overall Quality Of Program	IV	() 7-1	() -2	() -3	() -4	() -5	() -6	() -7	() -8	() -9	() -0
Providing Information About Activities/Services		() 8-1	() -2	() -3	() -4	() -5	() -6	() -7	() -8	() -9	() -0

5a. CONTINUED...

	POOR	1	2	3	4	5	6	7	8	9	GOOD
	1										10
Quality (Adequateness) Of Facilities	() 9-1	() -2	() -3	() -4	() -5	() -6	() -7	() -8	() -9	() -0	
Rating Of Staff	() 10-1	() -2	() -3	() -4	() -5	() -6	() -7	() -8	() -9	() -0	
Ease Of Participation	() 11-1	() -2	() -3	() -4	() -5	() -6	() -7	() -8	() -9	() -0	
Supplements Community Programs/ Facilities	() 12-1	() -2	() -3	() -4	() -5	() -6	() -7	() -8	() -9	() -0	
Responsiveness To Employee Needs	() 13-1	() -2	() -3	() -4	() -5	() -6	() -7	() -8	() -9	() -0	
Helps Make Xerox A Good Place To Work	() 14-1	() -2	() -3	() -4	() -5	() -6	() -7	() -8	() -9	() -0	

5b. Please explain any phrase rated 1, 2 or 3.

8 14
9 15
10 16
11 17
12 18
13

6a. What activities/services would you eliminate? (Be specific as to activity/service/location.)

28 35 42
29 36 43
30 37 44
31 38 45
32 39 46
33 40 47
34 41 48

6b. What activities or services, if any, are not adequately provided by XRA or any community or other organization that you would like XRA to provide?

49 56 63
50 57 64
51 58 65
52 59 66
53 60 67
54 61 68
55 62 69

7a. Which of the factors shown below had an influence on your decision *not* to participate in the particular activity? You may check (✓) more than one factor if it applies to any activity or not check any if no factor applies.

INFLUENCING FACTORS

ACTIVITY	Overcrowding/ Insufficient Facilities	Location Of Activity	Time Activity Is Scheduled	Lack Of Staff Supervision	Community/ Church/ Organization Sponsors Similar Activity	Not Family Oriented	Cost Of Participation	Place Of Residence/ Distance From Activity	Lack Of Interest In Activity
Softball	() 19	() 47	() 75	() 30	() 58	() 13	() 41	() 69	() 25
Basketball	() 20	() 48	() 76	() 31	() 59	() 14	() 42	() 70	() 26
Bowling	() 21	() 49	() 77	() 32	() 60	() 15	() 43	() 71	() 27
Tennis	() 22	() 50	() 78	() 33	() 61	() 16	() 44	() 72	() 28
Golf	() 23	() 51	() 79	() 34	() 62	() 17	() 45	() 73	() 29
Sailing	() 24	() 52	() 7	() 35	() 63	() 18	() 46	() 74	() 31
Slimnastics	() 25	() 53	() 8	() 36	() 64	() 19	() 47	() 75	() 31
Physical Fitness	() 26	() 54	() 9	() 37	() 65	() 20	() 48	() 76	() 32
Yoga	() 27	() 55	() 10	() 38	() 66	() 21	() 49	() 77	() 33
Golf Instruction	() 28	() 56	() 11	() 39	() 67	() 22	() 50	() 78	() 34
Tennis Instruction	() 29	() 57	() 12	() 40	() 68	() 23	() 51	() 7	() 35
Skiing Instruction	() 30	() 58	() 13	() 41	() 69	() 24	() 52	() 8	() 36
Horseback Riding Inst.	() 31	() 59	() 14	() 42	() 70	() 25	() 53	() 9	() 37
Table Tennis	() 32	() 60	() 15	() 43	() 71	() 26	() 54	() 10	() 38
Hunter Safety	() 33	() 61	() 16	() 44	() 72	() 27	() 55	() 11	() 39
Dancing	() 34	() 62	() 17	() 45	() 73	() 28	() 56	() 12	() 40
Chorus	() 35	() 63	() 18	() 46	() 74	() 29	() 57	() 13	() 41
Art/Painting Classes	() 36	() 64	() 19	() 47	() 75	() 30	() 58	() 14	() 42
Music Lessons	() 37	() 65	() 20	() 48	() 76	() 31	() 59	() 15	() 43
Ski Club	() 38	() 66	() 21	() 49	() 77	() 32	() 60	() 16	() 44
Bridge Club	() 39	() 67	() 22	() 50	() 78	() 33	() 61	() 17	() 45
Auto Club	() 40	() 68	() 23	() 51	() 79	() 34	() 62	() 18	() 46
Xmas Party	() 41	() 69	() 24	() 52	() 7	() 35	() 63	() 19	() 47
Jogging Day	() 42	() 70	() 25	() 53	() 8	() 36	() 64	() 20	() 48
Travel Tours	() 43	() 71	() 26	() 54	() 9	() 37	() 65	() 21	() 49
Tickets (Movies, Sports, Etc.)	() 44	() 72	() 27	() 55	() 10	() 38	() 66	() 22	() 50
Hunting/Fishing Licenses	() 45	() 73	() 28	() 56	() 11	() 39	() 67	() 23	() 51
Other:	() 46	() 74	() 29	() 57	() 12	() 40	() 68	() 24	() 52

7b. For any factor affecting your participation, please explain. Be specific as to activity, time of day/week, location, cost, etc. that has prevented your participation.

_____	53	60	67
_____	54	61	68
_____	55	62	69
_____	56	63	70
_____	57	64	
_____	58	65	
_____	59	66	

8a. If you were running XRA, would you: (Check (✓) one)

- Maintain the present program without change. () 74-1
- Add more activities/services. () -2
- Eliminate some activities/services. () -3

8b. What activities/services would you add? (Be specific as to activity/service/location.)

_____	<u>VIII</u>	7	15	23
_____		8	16	24
_____		9	17	25
_____		10	18	26
_____		11	19	27
_____		12	20	
_____		13	21	
_____		14	22	

9. What is your work location? Please check (✓) one of the following:

Xerox Square () Henrietta () Webster () Allen Creek () Other _____

10. Please check (✓) the age group into which you fall.

20 to 30 () 70-1 30 to 40 () -2 40 to 50 () -3 50 + Over () -4

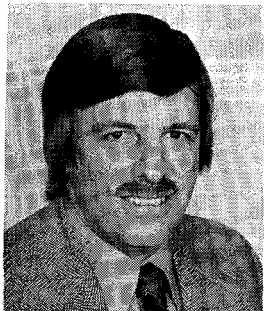
11. How many dependents (including yourself) do you have? Please check (✓) one.

1 () 71-1 2 () -2 3 () -3 4 () -4 5 () -5 6 Or More () -6

12. Are you:

Single () 72-1 Married () -2 Separated () -3 Divorced () -4 Widowed () -5

tournament news



by **Stephen D. Waltz, CIRA**
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

1978 in Review

Another year of Tournaments and Services activities in drawing to a close. It has been a year of innovation and growth.

Significant growth took place in the 1978 Photography Contest. **George Stark** (McDonnell-Douglas) did a fine job as coordinator. The event showed increased participation over previous years and brought comparatively more income to NIRA. Other activities which made a good showing in 1978 included the Bowling Tournament, the Rifle/Pistol Tournament and Postal Golf Competition. As always, too, the Regional Golf Tournaments were solid, well-received program offerings.

Two new events were introduced in 1978. With the withdrawal of Armco Steel's support of the NIRA Trapshooting event, an alternative program was sought. An agreement was reached with **Winchester Franchise Operations** to sponsor trapshoots at two regional sites. The success of the program in its preliminary trial makes its repetition in an expanded form likely next year. Com-

pany winners in this event will be announced next month. A second new program was developed during 1978 in cooperation with the World Golf Association (WGA). This program offers the opportunity for NIRA member employees to participate in golf matches for cash prizes. NIRA will receive income in proportion to the number of member company employees who join the WGA.

1978 was a good year in terms of participative support for NIRA activities. We expect our new programs to make 1979 even more rewarding for NIRA members.

In Progress . . .

Rifle/Pistol Competition—The annual NRA/NIRA Rifle/Pistol Competition is now in progress. According to coordinator **John Grubar** of the National Rifle Association, there is no change in the contest format over previous years. The competition offers an excellent opportunity for member company employees to test their shooting skills against those of other members, throughout North America. Silver bowls are awarded to those individuals who place in the competition. If your organization has not already received an entry blank, contact the NIRA office. The competition ends April 1, 1979.

Bowling Tournament—Plans have been completed for the 1979 Bowling Tournament. This year's Tournament Director, **Jack Rinaldo, CIRA** (Atwood Vacuum Machine), has indicated that entry forms will be mailed during January and will appear in the December/January issue of RM.

rm

Watch for
Bowling Tournament
details
in
the next
RM



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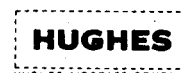
Kodak



Olin



GOODYEAR



**TEXAS INSTRUMENTS
INCORPORATED**

The National Industrial Recreation is known by the companies it keeps — year after year. Over 1,800 company members represent NIRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NIRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NIRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NIRA is ready to help. Get the entire story. No obligation — just information. Write: Director of Membership, NIRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

**National Industrial
Recreation Association**

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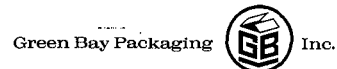
First International Bancshares, Inc.



Honeywell

PARSONS

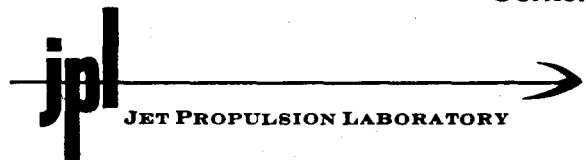
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Salt River Project
WATER ♦ POWER



KOHLER



BAXTER TRAVENOL

Bankers Life and Casualty
Chicago, Illinois 60630



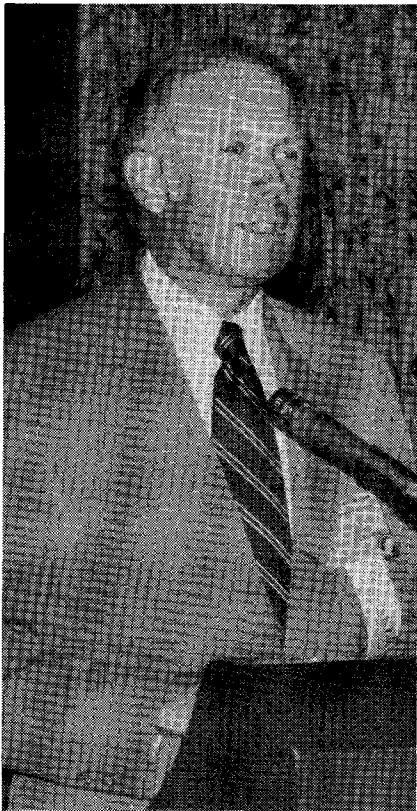
ROCHESTER TELEPHONE



FISCHER & PORTER

Raybestos Manhattan
100 OAKVIEW DRIVE TRUMBULL, CONN. 06611





"I had no idea how highly developed this is," said Marvin McClain, Vice President of The Ralph M. Parsons Company. "I am most impressed."

Region VII Conference and Exhibit

Working to boost productivity

Region VII emphasized the central issue of employee activities and services with the theme of its 1978 Conference and Exhibit, "Employee Recreation . . . a key to productivity." The 28th annual western conference was held September 28–October 1 at the Sheraton Universal Hotel in Universal City, California. The Burbank Associated Industrial Recreation Council (AIRC) hosted the meeting.

Registration for the conference and exhibit opened at noon on Thursday, September 28. Tournaments in tennis, golf and racquetball had occupied some delegates since nine o'clock that morning. Region VII Junior Director **Phyllis Smith, CIRA** told new delegates at a Thursday afternoon orientation session that conference attendance is serious business.

"As a company or organization representative," she told the first-timers, "you have an obligation to make your attendance at this conference worthwhile." Smith introduced the NIRA organization to the newcomers. She encouraged them to file written reports on the conference when they returned to their companies.

"Tell your organization who was here, what happened, what you learned and how it applies to your situation," she said.

The exhibit hall opened for the first of several sessions late on Thursday afternoon. Delegates and exhibitors received their formal welcome Thursday evening from Burbank mayor, Byron Cook. Marvin Mc-

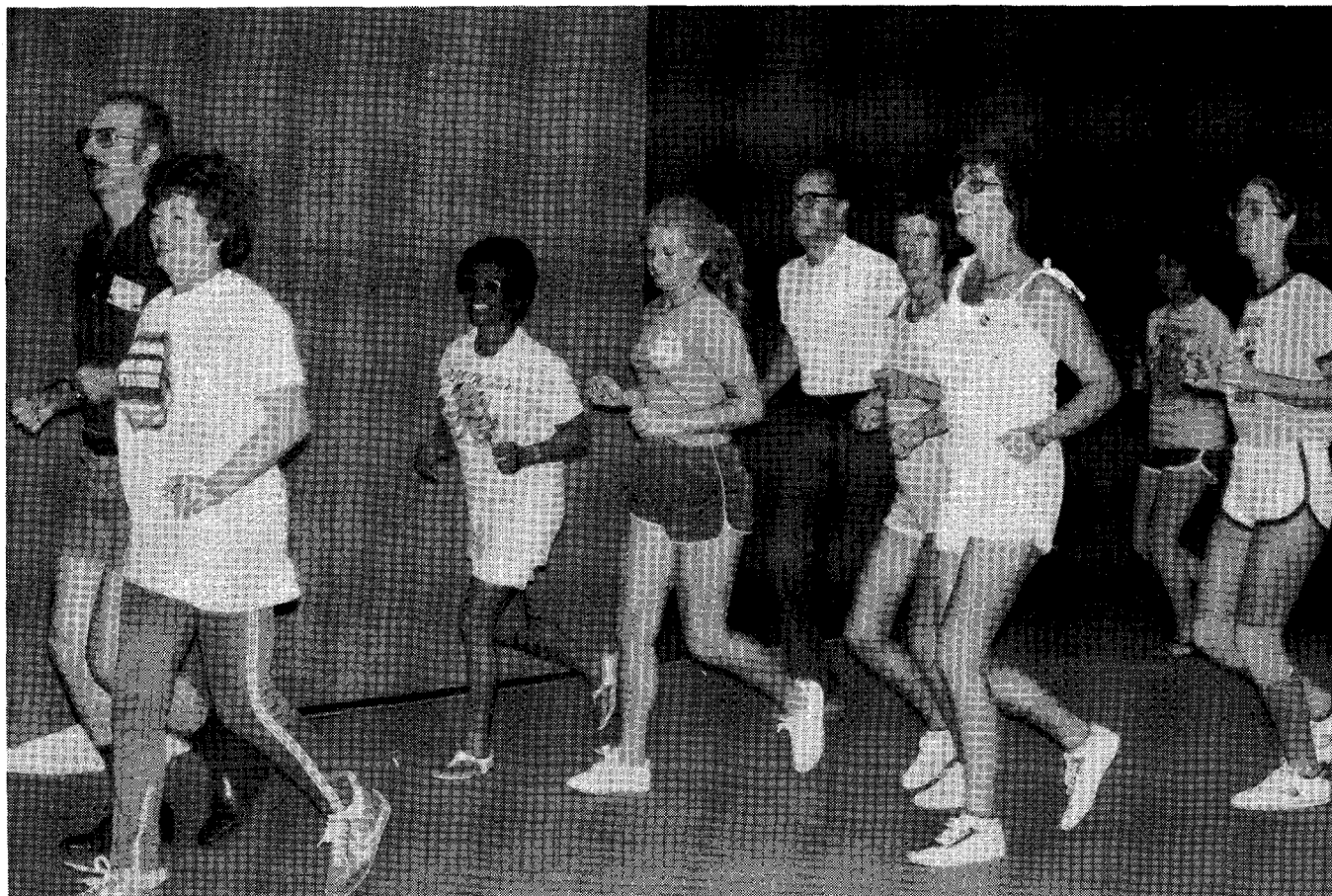
Clain, Vice President of The Ralph M. Parsons Company, told delegates about employee recreation programs he saw and enjoyed worldwide with his own company. Until he became acquainted with the AIRC, however, McClain said, he had not realized the scope of the field.

"I had no idea how highly developed this is," McClain confessed to the NIRA group. "I am most impressed."

Official conference activities on Friday, September 29 began at 6:00 a.m. A group of forty-five men and women, whose ages spanned several decades, turned out for an introductory physical fitness training program led by **Ken White, CIRA**, a veteran fitness expert.

White and two assistants measured the blood pressure of every participant, gauged each person's basal pulse rate and led the entire group through a "step test". Stretching exercises followed. The group then divided into three units according to measured fitness levels for the final jogging portion of the activity.

Educational sessions began for everyone at breakfast Friday morning with a topic near to the heart of every delegate, personally and professionally: stress management. Dr. William Snow, a psychologist with the American Management Association, told delegates that a certain amount of stress is good. "The question is," said Snow, "when does stress stop being good?" It is essential, he continued, for employee program directors to recognize damaging levels of stress in themselves and in



Forty-five people attended an early-morning fitness session led by Ken White, CIRA.

the employees they serve. His analysis of stress, its effect on productivity, and the various means to relieve it will appear as a full feature article in a later issue of *RM*.

Friday's schedule continued with concurrent educational sessions. In "The ABC of Bowling", delegates learned about working with bowling houses from Ken Hurley, Executive Secretary and Treasurer of the American Bowling Congress; and Don Sweeney, President of the California Bowling Proprietors' Association. **Ken Leonard** of Lockheed-Sunnyvale talked about "Improving Industrial Recreation Facilities" during the same hour. In a third concurrent session, a public recreation administrator told his industrial counterparts how to deal with public recreation administrators.

"You have to understand," said Howard Homan, Park and Recreation Director for the City of Carson, "it's the politics of numbers for us. The people who are involved in politics—in organized lobbying groups—are the ones who get the attention . . . When you approach public recreation officials for assistance, you must understand the political realities of our lives. We don't need you."

Friday morning concluded with two more concurrent sessions. A panel approached "Planning and Implementing Industrial Recreation Programs." **Kathleen Campbell**, Recreation Administrator for Memorex Corp., described an organizational approach to program planning and administration. NIRA Editor **Mary Morris** gave

an introduction to economical publicity techniques (see page 32). Jack Minar, Professor of Recreation at Long Beach State University, described communication processes, from interpersonal conversations to corporate attitudes as reflected in the activities program. A concurrent session for exhibitors described the information, product and service needs of NIRA members. A third concurrent session helped delegates understand their roles relative to alcohol and drug abuse among employees. Hugh Shanahan, a Supervisor in the Drug Enforcement Administration of the U.S. Department of Justice, discussed administrative considerations in serving alcohol, recognizing chemical abuse problems and developing employee counseling programs.

California's tax-limiting "Proposition 13" was a daily topic of informal discussions at the Burbank conference. It was the formal subject for Friday luncheon speaker L. E. Naake, Executive Director of the California Parks and Recreation Society.

"The worst impact of Proposition 13," Naake said, "is that it takes control away from local governments by shifting dollar power to the state." Public parks and recreation are among the services hardest hit, said Naake, because it is so difficult to establish a cost-benefit ratio for them. Public recreation officials must then consider

continued on following page



Dr. F. W. Kasch



Dr. William Snow



Howard Homan

two possible reactions to budget cutbacks. They can increase user fees, which help push recreation services out of the reach of the poor. They can also force programs to become self-supporting, an approach which can work for some activities but is virtually impossible for facilities. California's tax limitations and similar initiatives in other states, Naake forecast, will force citizens to turn to private sources of recreation services, including programs sponsored by their employers.

Friday afternoon was filled with do-it-yourself learning opportunities. The exhibit hall opened for another session. Many delegates took a first-hand look at the entertainment business with a tour of Universal Studios.

Saturday morning began with a breakfast of sausage and eggs and an expert word on fitness from Dr. F. W. Kasch. Kasch is a professor of Kinesiology, Physiology of Exercise and Rehabilitation at San Diego State University. He also is a director of the University's Physical Fitness Lab.

"Each person is responsible for his own health and lifestyle," said Kasch. "Your job," he told the assembled program directors, "is to give people the opportunity to stay healthy. Your job can be very rewarding because you can be fairly sure that you are helping people."

Exercise must be fitted to the individual, Kasch said. It must be part of a totally healthful lifestyle. Sports are fun, he continued, but they should not be programmed for fitness training. Competitiveness is fine in its place, too, he acknowledged, but it should not be part of the employee fitness program. He cited the growing interest

in marathon running, as a case in point.

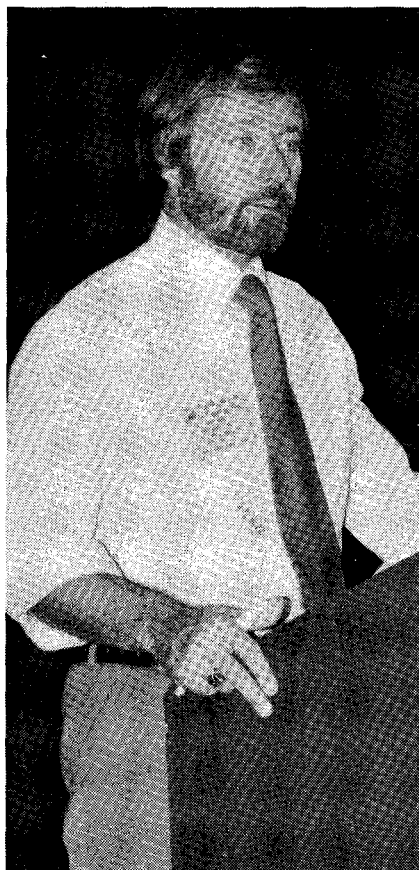
"Our objective ought to be health and longevity, not beating somebody," Kasch emphasized. "We have been taught since we were youngsters that we have to go out and win . . . that means we have one winner and a thousand people who lost. I don't think marathons are a healthy thing."

NIRA President **Richard Brown**, CIRA became part of the educational program Saturday morning when he offered a session on "Managing Recreation Program Monies." Brown, who is General Manager of the Texins Association of Texas Instruments, used his own successful budgeting system as an example.

"The purpose of any financial system," explained Brown, "is to see what is coming and be able to handle it." To do so, Brown said, the recreation director must plan ahead for the entire fiscal year, forecast both at the outset and throughout the year, analyze variances from the budget and be able to adjust accordingly.

In a concurrent session, professional tennis player and author Alan Bolton discussed the fine points of racquetball and tennis and offered tips on how to prevent injuries.

More concurrent sessions completed the Saturday morning program. John Jesse, former industrial security manager and captain of the Los Angeles Police Department, listed basic security considerations for company-owned and leased facilities, and for the safekeeping of money and supplies. In another session, a panel provided a varied look at "Contracting Educational/



President Dick Brown, CIRA.



Ellis Rhodes, CIRL (left) accepted the West's thanks, from Bob McCray.

Recreational Programs." The group recommended sources for instructors as well as tips on educational service contracts. Included on the panel were **Flo Williams**, Recreation Supervisor for Kaiser Aluminum and Chemical Corp.; **Ruby Williams**, President of the Employee Recreation Association at Motorola-Scottsdale; and **Phil Kenny**, Director of Training at Motorola-Phoenix.

Two of the most popular and well attended sessions of the Burbank Conference featured Dr. E. Cheraskin, Chairman of the Department of Oral Medicine at the University of Alabama. In the first of two lectures, Cheraskin told delegates that they, rather than physicians, may have the best chance to safeguard employees' well-being by giving employees the ability to combat environmental threats to health.

"The medical problems in this country are social," Cheraskin told the audience. "They are a result of the air we breathe, the water we drink, and the food we eat—and what we do that interferes with them."

Cheraskin described two familiar myths about health. First of all, said Cheraskin, "Germs don't cause disease. Germs that enter a weak system cause disease." Secondly, he continued, "There are no dietary 'magic bullets' to cure specific health problems. There is one good diet for overall health, with individual variances to compensate for lifestyle differences."

In his afternoon session, Cheraskin repeated his earlier contention that lifestyle is responsible for most American health problems. He agreed with Kasch that improved diet and sensible exercise will help protect

health. Because of our lifestyle, however, Cheraskin added, certain "resistance agents", such as vitamins, are necessary to protect us against the harmful agents we introduce into our environment.

Also Saturday afternoon, a team of recreation professionals gave some practical advice on the "Procurement of Recreation Supplies, Equipment and Materials." **Joe Smith, CIRA**, Recreation Manager with the U.S. Naval Shipyard in Bremerton, Washington, and **Susan Siwicki, CIRA**, Employee Services Supervisor of Bankers Life and Casualty Company, explained how to find reliable suppliers, how to negotiate and protect agreements, and more.

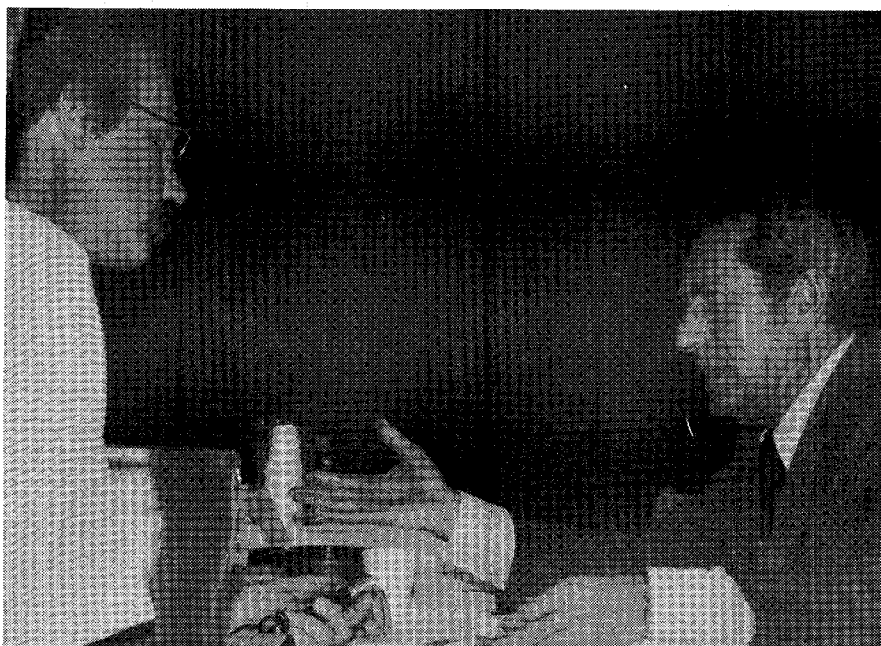
Saturday evening opened with another exhibit hall session, followed by a dinner/dance. Los Angeles television weatherman and personality Dr. George Fishbeck offered a light speech. "The Saints", entertainers from the *Queen Mary*, next year's Region VII Conference site, provided musical entertainment. In a special highlight of the evening, the Industrial Recreation Councils of Region VII honored **Ellis Rhodes, CIRL** of Solar. Rhodes, a former member of the national Board of Directors and an active regional leader for many years, accepted an engraved plaque from Region VII Senior Director **Bob McCray**.

Spouses who attended the western conference had a busy and interesting itinerary of their own. On Friday,

continued on following page



Conference Chairman Bill Ranney



Dr. E. Cheraskin (right) answered delegates' questions.

they visited the Getty Museum and enjoyed lunch at the well-known Sand Castle. Many of them also enjoyed the fascinating Universal Studio tour Friday afternoon.

Saturday morning's spouses' program began with brunch at the quaint Victoria Station and continued with a live taping of "Hollywood Squares" and a tour of NBC studios.

Sunday, October 1 began with an all-conference breakfast meeting. Delegates, exhibitors and spouses acknowledged the work of the 1978 conference committee:

CONFERENCE CHAIRMAN

Bill Ranney

Home Federal Savings & Loan, Los Angeles

PROGRAM CHAIRMAN

Ken White, CIRA

then of Rockwell International, Los Angeles

REGISTRATION CHAIRMAN

Bill Burton

City of Burbank

EXHIBITORS CHAIRMAN

Rose Cone

Universal Studios Tour, Universal City

FINANCE CHAIRMAN

Ken Wattenberger, CIRA

Lockheed Employee Recreation Club, Burbank

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Chuck Conover

Serve-All Marketing, Villa Park

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Bob Pindroh, CIRA

The Ralph M. Parsons Company, Pasadena

SERGEANT-AT-ARMS/HOSPITALITY & THEME

Brooks Vinson, CIRL

Jet Propulsion Laboratory, Pasadena

SPOUSES PROGRAM

Sally White

Rockwell International, Atomics International

Regional voters cast their ballots for two new Junior Directors-Elect. **Jim McKeon** of Cubic Corp. and **Bill Bruce** of Motorola-Scottsdale were chosen to represent the region on the national Board, beginning next May.

NIRA Executive Director **Patrick Stinson** praised western members for the exceptional strength and expertise their organization shows the rest of the Association.

"Regional management will be the key to the future of the Association," said Stinson, "and Region VII provides the example and assistance that every other region can follow."

NIRA President **Richard Brown, CIRA** told delegates, "I am always amazed at the vitality of Region VII." Brown repeated the theme of his 1978-79 term as Association President: professionalism.

"Professionalism takes work," said Brown. "It demands a continual striving for self-improvement. You know that—and that is why you have devoted the time and effort, and in some cases, the personal expense to attend this Conference."

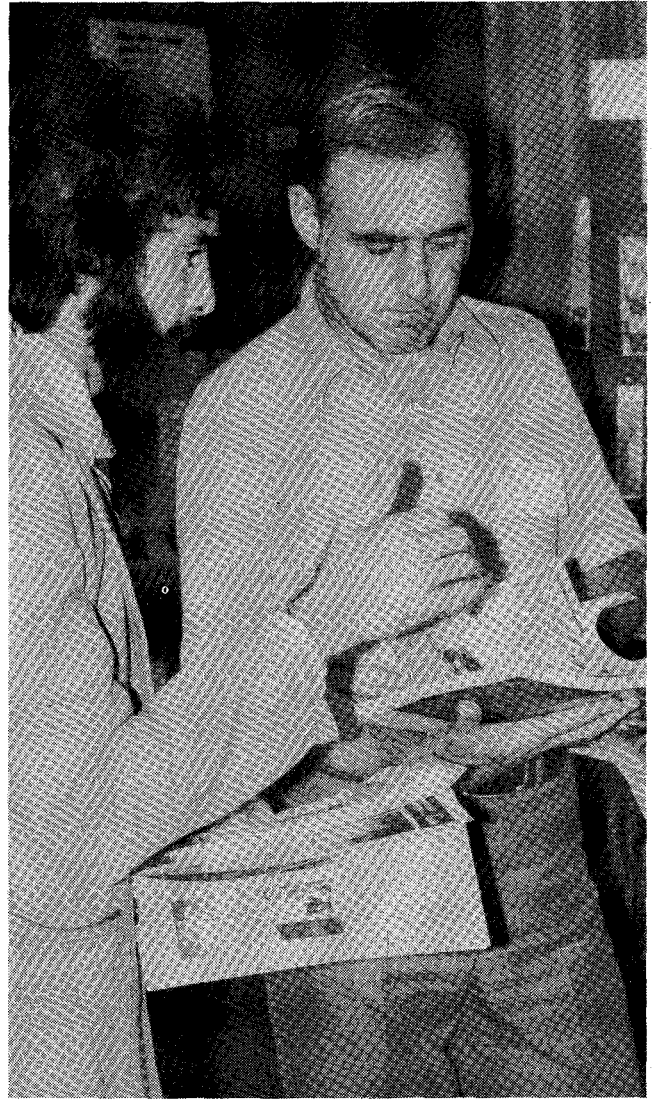
NIRA Junior Director **Phyllis Smith, CIRA** invited all delegates to attend the 1979 Region VII Conference and Exhibit, hosted by the Orange County Industrial Recreation Council, September 20-23, 1979, aboard the *Queen Mary*.



Dr. George Fishbeck entertained delegates.



Saturday evening included dancing.



Exhibitors offered programming ideas.



(Above) Educational sessions were the heart of the Conference. Many delegates compiled detailed reports for management and their own reference.

Continued on following page

The Western Region Sports and Hobby Show



A special exhibit attached to the Region VII Conference spotlighted the best sports and hobby clubs from among the Burbank AIRC's 150 members. Eighteen clubs built and staffed high-quality booths that displayed and explained their special interests. Representatives told delegates about clubs for shooting sports, motorcycle touring, golf, skiing, ham radio operation, music appreciation, drama, treasure hunting, mining and prospecting, ceramic arts, radio-controlled model flying, gemcraft, stamp collecting, backpacking, photography, and search and rescue.

The Show included a radio-controlled flying club booth (above) and a search and rescue demonstration.



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Region III Conference

Understanding employee motivation



Speaker James Hoke (standing) put delegates through several stress-creating situations.

The second annual Region III Conference program featured two speakers who are experts on employee motivation. The one-day seminar, October 4, 1978, was cohosted by the Chicago Association for Recreation and Employee Services (CARES) and the Flick-Reedy Corporation, at Flick-Reedy's suburban Chicago headquarters. In addition to the sessions on employee motivation, the event included several informal workshops and an introduction to low cost publicity techniques.

Registration, under the direction of **Helen Ecker, CIRA**, began at 8:00 a.m. CARES President **Bill Hill** opened the Conference an hour later with a welcome to all delegates. **Michael Brown, CIRA**, who was Assistant Executive Director of NIRA, outlined the Association's organizational structure and described its member services.

"The greatest service we offer," said Brown, "is the opportunity for members to learn from one another. When I was a recreation director, I was somewhat iso-

lated in my company. There wasn't anyone who could offer advice, information or ideas about employee recreation. That kind of help from other professionals is what NIRA is all about."

Industrial psychologist Jules Frank told delegates that his specialty, like theirs, "tries to get people to work together better". In both areas, he said, organizational development requires three interrelated components: motivation, communication and cooperation. When these factors are in force, he said, the organization is characterized by effective leadership, problem-solving, decision-making, planning, and control as well as personal identification by employees with corporate goals.

To achieve these ends, Frank said, managers must begin with a knowledge of people. Transactional analysis (TA), he said, can help increase that understand-

continued on following page

Region IV Conference continued

ing by describing universal traits of human behavior. According to the TA perspective, every individual has three basic ego states: a *child*, who is the heart of emotion; an *adult*, who is the rational problem-solver; and a *parent*, who represents learned values. All three states must operate if the employee is to be a balanced person and produce at maximum capability, said Frank. If the problem-solving adult and the value-guided parent are not working at full potential, he said, it is because the child is being ignored. Recreation, he added, satisfies the child. Attention to the child, through recreation, releases destructive energy arising from stress and restores productive energy.

Stress relief was the topic assigned to afternoon speaker James Hoke, a psychologist and hypnotist who fascinated delegates at the national Conference last May.

Hoke arrived late. He was annoyed at the modest size of the seminar audience. The sound system did not please him. He opened his session with an audience-involvement exercise whose instructions were rushed and incomplete. When a delegate confessed confusion about a form Hoke asked him to complete, Hoke dismiss-

ed him as "stupid" and "hopeless". Conference organizers shifted uneasily in their chairs.

Hoke halted his presentation after only a few minutes to ask delegates how he was doing. No one responded. After additional encouragement, several delegates offered their opinions. Hoke was, they said, rude, insulting, hard to understand, demanding, unreasonable, inconsistent, insensitive and intimidating. Hoke seemed pleased.

"You want to know about stress?" he asked. "How do you feel? You don't like me, but you're stuck with me. That's stress. I can't tell you what it is; you have to feel it. It's a physical, intellectual and emotional experience. Alright, now let's talk about how to deal with it." (Hoke revealed at a later NIRA Conference that his brief stress-creating performance at the Region III seminar was so irritating to some delegates that his subsequent ninety-minute presentation failed to convince them that he was anything more than a thoroughly obnoxious character.)

Stress, Hoke reminded delegates, is created when one can neither fight against nor flee from a threatening situation. People who are under too much stress do not



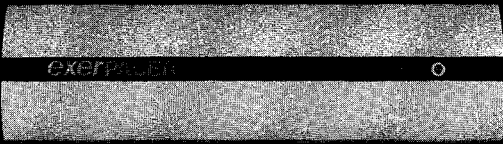
ABOVE: Mel Byers (second from right) led one of several informal workshops.

NEAR RIGHT: Psychologist Jules Frank presented a transactional analysis approach to employee motivation.

FAR RIGHT: Delegates reviewed the Conference program during breaks between sessions.

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perform well. There are ways in which a recreation and services program can relieve stress and help employees to cope with stress that cannot be eliminated, Hoke said. The key to stress relief, Hoke summarized, is learning to relax. The recreation program, he said, can help employees learn to relax and, thereby, become more productive. Managers can learn that effective supervision does not rely primarily on creating stress. The recreation program can provide opportunities for personnel from all levels to communicate with one another as responsible adults, reducing stress on the job. The program can also offer physical release for the tension that job related stress can build.

In addition to the motivation and stress relief material gleaned from featured speakers, Region III Conference delegates heard some practical advice on publicity from **Melvin C. Byers, CIRA**, the NIRA Consultant.

"Too often," said Byers, "publicity is an afterthought. You have to build it into your program from the start. Your planning committee and your publicity chairman must work together."

Byers keyed his presentation to the delegates who must operate within very limited budgets. In addition to explaining low-cost publicity options, he distributed samples of clip art, presstype and other ready-made pub-

licity aids.

Byers was also among several NIRA professionals who led morning and afternoon workshops at the Region III Conference. His discussion group exchanged "Program Ideas". Other concurrent workshops covered "Employee Services and Their Effect on Productivity" with **Michael Brown, CIRA**; "Benefits of a Discount Program" with **Bill Hill**; "Special Events Planning" with **Susan Siwicki, CIRA**; "Management Involvement" with **Alan Benedeck**; and "Liability—A Recreation Administrator's Concern" with **Frank Chico**.

Conference Coordinator **Susan Siwicki, CIRA** closed the Region III meeting with thanks to her fellow national Board members who attended. They were NIRA Secretary **Elizabeth Burchard, CIRA**; Region III Junior Directors **Alan Benedeck** and **Gene Miller, CIRA**; and Vice President of Public Relations **Art Conrad, CIRA**, also of Region III. Siwicki is the Region's Senior Director. Special thanks also went to Flick-Reedy Corporation, as well, for opening its facilities and providing a buffet luncheon for the event.

Region III leaders hope to follow their first two local meetings with a third in 1979. Details will be published in *RM* as they are released. rm



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CIRCLE READER SERVICE CARD NO. 8



Publicity for pennies

How to get out the word about your program while you're getting by on a small budget

Publicity is basic to every employee program. All recreation directors, professional and volunteer, know that. But getting the word out can seem difficult if you must work with very modest assistance and funding. Limited resources need not limit your capacity for creative publicity, however. You can do better than get by . . . with a little help from your friends. First, of course, you must determine the place of publicity in your program.

WHAT IS PUBLICITY?

Publicity is information about your program, disseminated by any medium to attract public notice. Successful publicity helps you meet your goals and objectives. It makes your program possible by communicating your concept to employees and motivating them to participate. Publicity must be an integral part of program planning and implementation.

WHAT PUBLICITY IS BEST?

Whatever works—This depends on the nature of the activity or program, the kind and number of participants you want to reach, and the corporate policies to which you must adhere.

Whatever you can afford—Of course, your budget determines how costly a publicity campaign you can wage, but it should not inhibit the number of approaches you are willing to consider. There are ways you can generate publicity at virtually no cost and others that are surprisingly inexpensive. There are also a number of places you can turn for help.

WHAT DOES PUBLICITY DO?

Publicity stimulates interest in your program by making potential participants aware that the program exists and reminding them of it in new and interesting ways throughout the year. It also informs management personnel about your efforts and stimulates their personal interest and official support.

Publicity generates participation by informing employees about activities in their individual areas of interest. It helps to establish and maintain supportive special interest groups within the larger program.

Publicity attracts support for employee programs. It shows that specific activities are being offered for the investment both management and employees make. Publicity materials also contribute to the record of your progress toward meeting your goals and objectives.

There are four basic steps to any publicity campaign:

- (1) GET PEOPLE'S ATTENTION
- (2) GIVE THEM YOUR MESSAGE
- (3) MOTIVATE THEM TO ACT
- (4) PROVIDE A MEANS BY WHICH TO ACT

Effective publicity of a good program is an employee service in itself. It is designed not to get people to do what you want them to do; but, rather, to make real, valuable activities and services accessible to them. At each step, therefore, it respects the audience of potential participants.

(1) GET PEOPLE'S ATTENTION

Be predictable. Use all customary media to which employees turn for information. In most companies, these include the company or recreation newsletter, bulletin boards, activity flyers, annual reports, and so forth. Help employees become accustomed to consulting specific media at particular times for updates on the program.

Be unpredictable. Go beyond the basic necessities of publicity. There are a great many ways to spread the word about your program. Once you begin to enumerate them, you may be astonished at the number. A preliminary list includes:

Word of mouth

Personal messages from activity leaders to employees
Telephone Campaigns
Announcements by supervisory personnel
"Grapevine" campaigns
Announcements via a public address system

The printed word

Booklets, flyers and brochures
Personal memos to employees at work
Direct mailings to employees' homes
Pay envelope stuffers
Time card attachments
Posters
Tent signs on cafeteria tables
Reading rack systems
Annual reports

Assorted media

Special display boards and easels
Indoor and outdoor signs and banners
Buttons, pins and badges
Bumper stickers and window decals
Sandwich boards, hats, tee-shirts
Mobiles
Staffed information booths
Flags, balloons and streamers

Publicity events

Kick-offs
Receptions
Grand openings
Parades
Contests for participants
Competitions for ticket sellers
Raffles and prize drawings

Repeat the message. Use several media and/or repetitions to amplify your call for attention. We all tend to take a message seriously only after we have heard it many times and discovered, by word of mouth, that "everyone" knows about it. It is almost impossible to overdo publicity.

Keep it consistent. Find a theme in title, design, color, music, or whatever way is appropriate. Follow your theme in every repetition of your message.

(2) GIVE THEM YOUR MESSAGE

Keep it simple. Communicate what you want people to remember. Avoid the "static" of non-essential information that detracts from your message. Keep it clear, concise and to the point. Stick to the basic five W's:

What is the activity or program? Give it a name everyone can understand. Do not assume, for instance, that all employees know that "Summer Faire" is the annual family picnic. A catchy title or club name can work, but be sure to explain what it means.

When will the event or program occur? Note days, dates, hours. Be specific about opening times, deadlines and so forth.

Where will the event be held or the service made available? Again, do not assume that everyone knows where "Lakeside Park" is. Give directions and supply a map, if necessary.

Who is eligible to participate? Is the event or program open to all employees? Is a certain length of service required? Are retirees welcome? Are family members invited? May employees bring guests?

Why would anyone want to participate? Providing motivation is essential—and a topic in itself.

Make it affordable. There are many effective and creative means of publicity that are possible on a small budget. The key to holding down publicity costs is learning to get by with a little help from your friends.

Friends at home/the professionals—Establish a good working relationship with publicity professionals in your company's communications departments. Ask them how you can help them carry recreation news in the media they produce. Make it easy for them to assist you:

- Respect their deadlines
- Provide complete and timely information
- Structure your information according to their guidelines
- Supply illustrations whenever possible

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Publicity for Pennies continued

Recruit professionals from the communications, marketing, advertising and duplicating departments as participants in your activities. Enlist their assistance as official advisors, board members and committee heads. Tap them for advice and direct assistance.

Friends at home/the talented amateurs—Make an effort to meet artists and photographers among the general employee population. Their help can often be enlisted for the cost of materials alone, as long as you are generous in your thanks and make an effort to recognize their contributions.

Friends from outside—Suppliers who work with you can be excellent sources of publicity because they want to help you promote their products and services to employees. Travel agents, tour operators, theme park promoters, hotels and restaurants, merchants with discount programs and many other suppliers are ready to help you with publicity materials and advice. They should be able to supply brochures, flyers, posters, photographs, catalogs, films, displays, speakers and more. Do not hesitate to require their assistance. The opportunity you offer to reach the employee group will make their publicity efforts and expenses worthwhile to them.

(3) MOTIVATE THEM TO ACT

Some activities sell themselves, usually by reputation. With an unknown activity or service, publicity must point out its value. The benefits you list must be real. Exciting adjectives and razzle-dazzle attention getters may generate curious first-time participation; but only substance will maintain employee respect and participation in the long run. Incentives to participate cannot be added to a service or activity by a publicist. They must be built in. This is why it is essential that publicity people and program planners work together from the inception of a new project.

There are many ways to build participation incentives into an unknown activity. Common means include prize drawings, raffles, contests and refreshments. Your best source of incentive suggestions is probably your volunteer recreation leaders.

(4) PROVIDE A MEANS BY WHICH TO ACT

Get 'em while they're hot. Offer an immediate and easy way for interested employees to become involved. The means will depend on the activity and prospective participants. Some common means include:

- Signing up to receive more information
- Returning an order for merchandise, tickets or a membership card
- Purchasing merchandise, tickets or cards on the spot
- Making a deposit or reservation
- Calling a "hot line" for further details
- Collecting brochures, maps, entrance passes and other similar materials

Be prepared to follow through. Establish procedures for satisfying employees who want to become involved in the program. Do not allow their motivation to wane by postponing your follow-through. If you require reservations, be prepared to take them. If you offer tickets for sale, be ready to accept deposits or full payments. If you list a phone number to call for complete details, make certain that the person who answers the phone has the necessary information. (If this is not feasible at all hours, return messages promptly).

Brief staff people and volunteers about ongoing activities. Make complete information available, in advance of its general release, to anyone to whom employees are likely to turn with questions. Discuss the information with these contact people to make certain they understand it.

Use employee involvement to generate more publicity. Involve initial participants in the continuing publicity effort. Supply them with membership cards, badges, hats, bumper stickers, programs and other materials that will reinforce your message. Help them to purchase tee-shirts, jackets, equipment and other merchandise that publicizes a specific activity or the entire employee program. In short, create a continuing source of publicity from the "grass roots."

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New Northern California Council is NIRA's 20th

NIRA's greatest growth potential lies in the development of Industrial Recreation Councils (IRC's). Councils complement the full services of national membership with the convenient personal contact and concentrated strength of local organization. NIRA members in twenty communities have organized Councils, many of them in the last three years.

The newest Council is the Northern California Industrial Recreation Council (NCIRC), announced this fall. The group's membership roster is expected to grow considerably in the coming year. These are the NCIRC's charter members:

OFFICERS

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VICE PRESIDENT:	Maurice Emanuel
SECRETARY/TREASURER:	Carol Jesse
ASSISTANT:	Dianne Espana
SERVICE COORDINATOR:	Ken Leonard

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Devon Hixenbaugh
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Mountain View

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by
Melvin C. Byers, CIRA
NIRA Consultant

Q. Our new personnel director has taken an interest in the employee activities program. After years of trying to get management support, this could be our big break; but it is a mixed blessing, too. The new man has required a formal program proposal, beginning with written objectives. I know we need increased funding, more staff assistance, new facilities and so forth, but I am unsure about how to include these goals in formal objectives. Can you give me some idea of how to proceed?

A. You are right to exercise care with your initial presentation to the new personnel director. His first impression of you and your activities will be crucial to the future growth of the employee program.

It is essential that you differentiate between objectives and the means you choose to fulfill them. Objectives are those benefits to the company and its employees which the program is designed to produce. The means you use include the hiring of a recreation staff, the development of volunteer leaders, the acquisition of facilities, and so forth. Obviously, you must know your objectives before you can design and develop a program.

The particular objectives which your personnel director approves will depend, among other factors, upon the needs of the company. Certain objectives are common to most well-conceived programs, however. Consider these when preparing your proposal:

1. To create a spirit of cooperation and team unity within the work force.
2. To reduce absenteeism and turnover
3. To maintain and improve the physical and mental health of employees
4. To develop personal lines of communication between employees at all levels

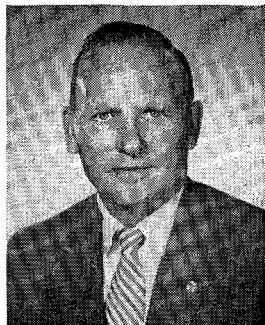
5. To develop a bond of respect between all levels of the work force
6. To discover and encourage leadership talents among employees
7. To provide employee services to supplement traditional benefits packages
8. To provide employee benefits that create a competitive edge in the recruitment of desirable applicants
9. To promote higher education among employees
10. To contribute to the retirement preparation of all employees
11. To maintain mutually beneficial ties between the company and its retired employees
12. To reinforce public awareness of the company's concern for its employees and community, as well as society in general
13. To provide a system of assistance to employees in times of personal need
14. To encourage an understanding of the free enterprise system

All of these interrelated objectives have to do with increasing productivity. Some also have secondary, public relations benefits. When these objectives are met, many of the basic human relations problems inherent in any work situation are minimized. As your personnel director knows, it is under these conditions that his contribution to productivity is greatest.

The "Ideas Clinic" comprises exclusively questions we receive from our members, along with responses from NIRA Consultant Mel Byers, CIRA. For assistance in any area of industrial recreation, write or call: NIRA, 20 N. Wacker Dr., Suite 2020, Chicago, IL 60606 — 312/346-7575.

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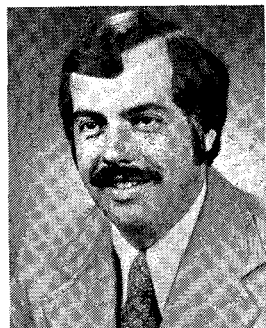
meet your board



Miles M. Carter, CIRA continues his service on the NIRA Board as Senior Director from Region IV. Carter was elected at the May 1977 Conference when his one-year appointed term as NIRA Secretary expired. His current term end next May.

Carter has worked for McLean Trucking Company in Winston-Salem, North Carolina for twenty-six years. His fulltime responsibilities in the company's personnel operation include its recreation program.

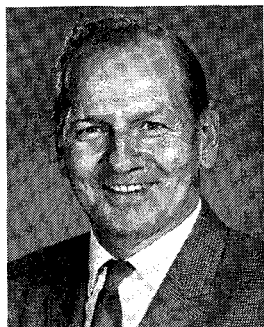
Carter is a former professional ball player, in both baseball and basketball, and a former professional umpire with the North Carolina State Baseball League. He has won the Outstanding Achievement Award of the North Carolina Recreation and Park Association and a Certificate of Appreciation from North Carolina State College. Carter was 1974-75 NIRA President.



Kirt T. "Terry" Compton, CIRA is also a familiar face on the NIRA Board of Directors. The full membership chose him as President-Elect last May. He will become President in May 1979. Compton is Executive Secretary of the Kodak Park Activities Association of Eastman Kodak in Rochester, New York. The employee activities program he heads won the 1977 NIRA/Citizens Savings Award for overall excellence in companies with over 10,000 employees at one site. He began at

Eastman Kodak in 1968 as Recreation Assistant at the Kodak Park Facility. He has headed the operation since 1972.

An experienced member of the Board of Directors, Compton has served on several committees. He has also been Vice Chairman of Regional Management and Program Chairman of the 1976 NIRA Conference and Exhibit. He serves on the advisory board for the recreation degree curriculum at Monroe County Community College.



George Grigor, CIRA heads recreation for Kodak Canada, Ltd. in Toronto, Ontario. He became a Junior Director last May and will serve on the Board until May 1980.

A scientist by education, Grigor holds a B.S. in Industrial Chemistry. Even so, much of his energy, on the job and in his leisure hours, has been spent in athletic and recreational pursuits. He played professional hockey for the Chicago Black Hawks and the Baltimore Orioles U.A. Amateur Hockey

Championship team. He has also been Secretary/Assistant for the professional Hockey Players Athletic Association. His municipal and industrial recreation involvement spans the last twenty-five years. **RM**

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Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Doug Messall—(614) 891-8121.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5000.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme—(202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida—(213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles—(212) 551-3201.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Bob Barlow—(714) 236-5717.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary*, Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT — Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

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Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

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Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

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Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

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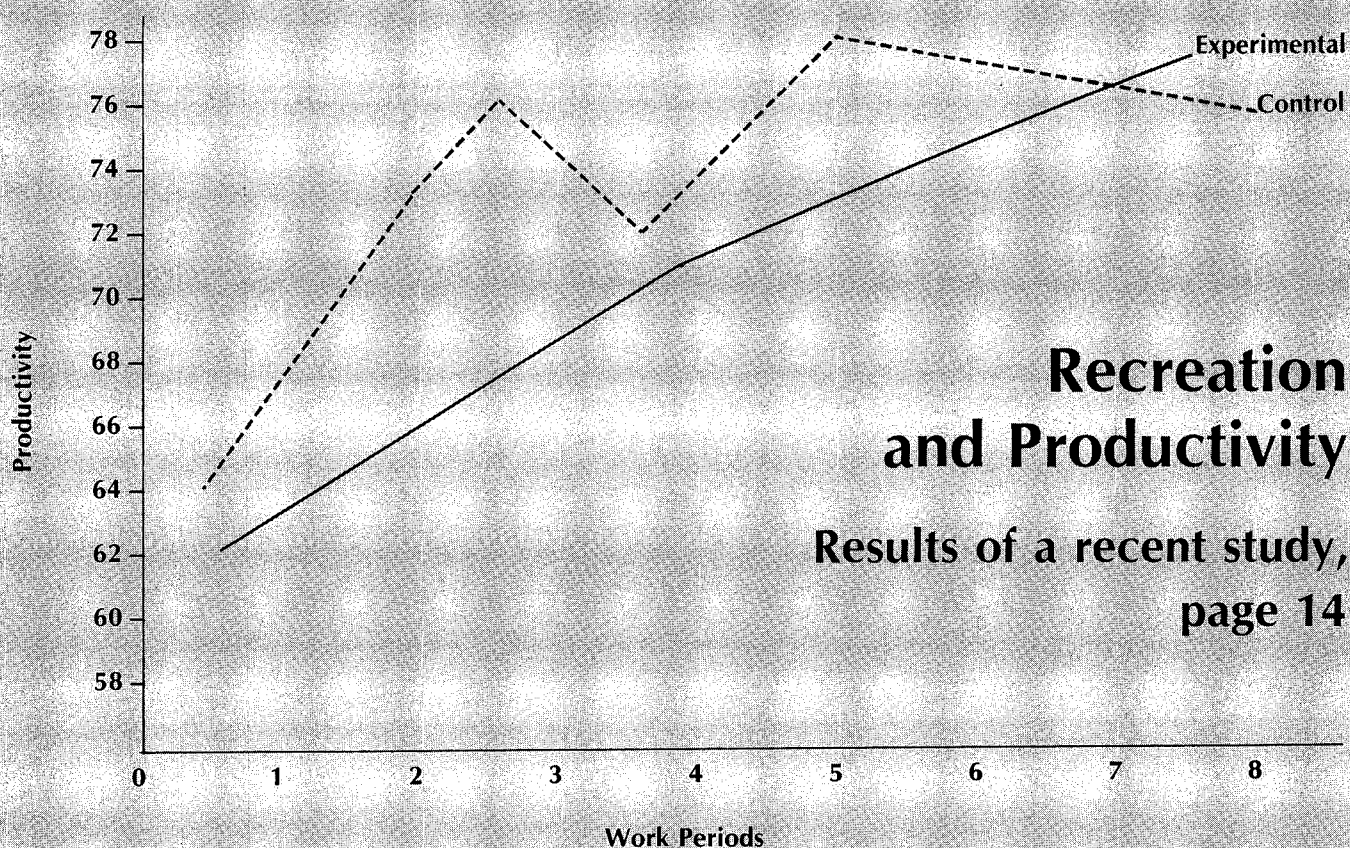


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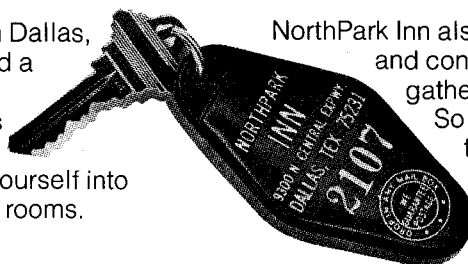
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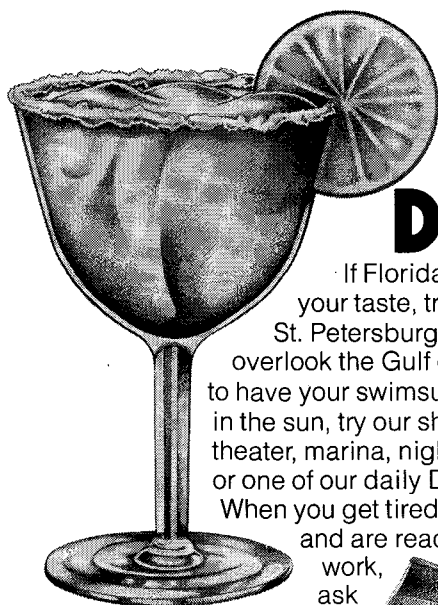
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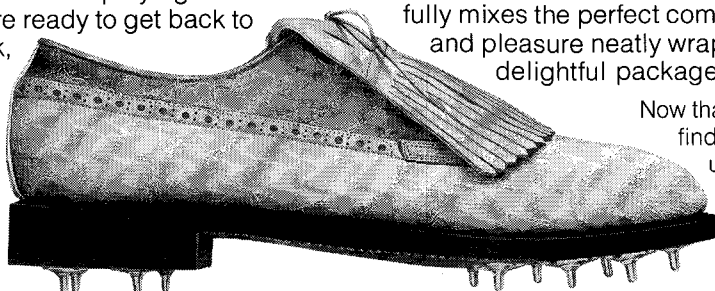
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December/January 1979

recreation management

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The NIRA President would like a word with you . . .

. . . about combatting management cynicism

"A cynic is a man who knows the price of everything and the value of nothing."

—OSCAR WILDE

A little healthy skepticism from management is a good thing. It prevents us from becoming complacent and reminds us, as we convince management, of the purpose and value of our work.

A skeptical executive will ask you to establish the value of your program. A cynic will merely cite the price, as if that alone were patently prohibitive. If you are doing your job, you can win the support of the skeptic. If you are unsure of the cost effectiveness of your own program, the cynic may stop you dead in your tracks.

Skepticism about employee benefits of all kinds is understandable. Private employers in the U.S. spent an average of nearly \$4,700 per employee in 1978 on "fringe benefits".* That average package includes contributions such as Social Security and workers' compensation which the employer is obligated to make, under law. Other benefits such as group insurance, paid vacation and sick days, and retirement plans are competitive necessities for any employer who seeks a qualified workforce.

As inflation pushes the price of these benefits ever higher, many employers resent the hidden costs of human resources. They may well question whether the cost-benefit ratio is weighted against them. Employers who already feel overtaxed by costs that are rising beyond their



Richard M. Brown, CIRA
Texas Instruments, Inc.
1978-79 NIRA President

control may say "no" to one area over which they still exercise veto power: the employee recreation, fitness and services program. Because our non-negotiated benefits are highly visible to employees, however, an employer who says "no" is cutting off his nose to spite his face.

Our responsibility to our employers and their employees is to demonstrate that the price of effective employee programs is more than justified by their value. In fact, many executives would be amazed to learn how little an employee program really costs, relative to other benefits.

Let us recall the \$4,700 annual benefit cost per employee. Compare it with the annual average of \$7.00 per employee that Texas Instruments, Incorporated contributes to

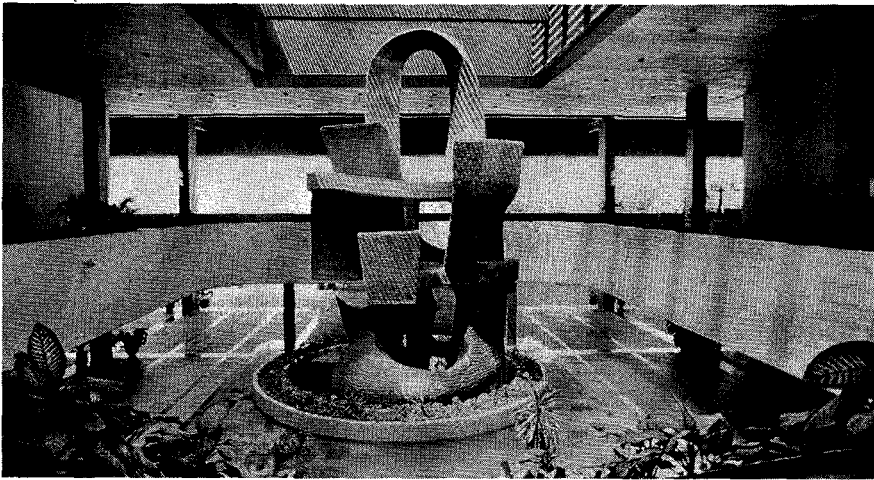
the award-winning program of the Texins Association. It may be easy to be skeptical of that figure. It's not a typographical error. Our average annual net cost of \$7.00 per employee is the total Texins Association subsidy of a program for more than 20,000 employees that includes 17 clubs, 325 sports teams, a 26,000 square foot activities center and athletic complex, an archery range, a rod and gun club, a 66-acre weekend camping ground, and a fulltime paid staff that averages ten members. And this subsidy comes from the coffee vending service patronized by employees themselves, not from corporate profits.

We are proud of our program; but our experience is not unique. Other employers of varying sizes—or the separately incorporated associations for their employees—have discovered that, with a high proportion of self-sustaining activities and the return of vending machine profits, they can offer valuable activities to each employee for literally pennies.

The return on that comparatively tiny financial investment is the one prize other employee benefits apparently cannot win: improved productivity. The only effective method of cutting the inflation that steadily raises the cost of doing business is to increase productivity. It is clear that increasing wages and traditional benefits does not do the job. Every company I know that has extended the personal touch of an employee program believes in its positive effect on the success of the enterprise. The price is small; the value is tremendous.

Dick Brown

*U.S. News and World Report, Nov. 13, 1978, p. 85.



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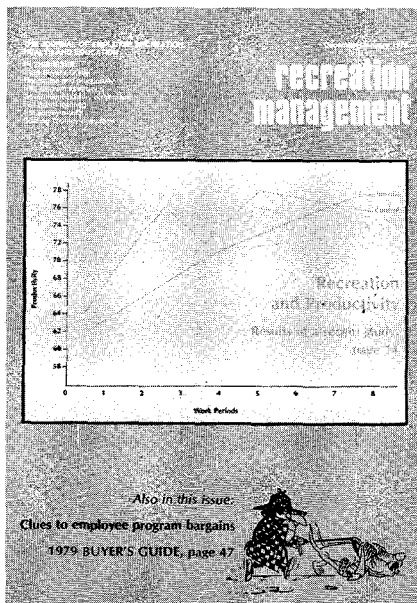


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about the cover



Do employee activities really improve productivity? Companies that support substantial programs believe in their effectiveness; but data is hard to gather. The research reported in our cover story showed that recreation can indeed affect productivity—but in an unexpected way.

The 1979 Buyer's Guide and Service Directory, included in this issue, provides valuable clues to new program offerings, some at special discounts. Keep the Guide for reference throughout the coming year. Also in this issue, a recreation director describes how his local Industrial Recreation Council (IRC) helped him expand and improve his program. Other articles update our information on the continued efforts of Canadian government to encourage employee recreation and fitness activities in the private sector. We also report on the Fall 1978 meeting of the NIRA Board of Directors and the results of the recent *Recreation Management* reader survey.

Next Month: Program administration



by
Melvin C. Byers, CIRA
NIRA Consultant

Q. Several companies in our area turn over their profits from food and beverage vending machines to their employee activities programs. This is a revenue source we haven't tapped yet. Is the practice fairly common?

A. Funding for most employee organizations is a delicate subject and one that must be carefully analyzed. Your first objective is to establish that the organization is for all employees, including those in management. (In some cases, management personnel maintain the belief that they are not employees at all.) Secondly, there must be an understanding on the part of all employees that the operation of the association is a sharing proposition and not a hand-out. Thirdly, funding must be handled according to sound business procedures. Association officers and members must never embarrass either the association or the company by asking for outside donations. All fund raising should be approved by both the company and association to avoid this pitfall.

An employee organization should be a direct benefit of employment if it is to be as valuable as possible to the individual and the company. When an employee becomes associated with the company, an association membership should automatically be extended to him/her, without dues or obligation to participate. All individual events should be funded separately and special interest clubs and departmental groups should be formed and funded within the association structure. These clubs and groups must then collect dues or activities fees. Some major activities, such as an annual picnic, the Christmas party or an Easter egg hunt, should be open to all employees for free, at subsidized rates, or at a low, break-even admission price.

The majority of employee programs I have reviewed depend upon sources of income above and beyond membership dues and special activity assessments. Many depend on vending machine profits. Others also absorb profits from canteens, food service and company stores. Separately incorporated em-

ployee associations that operate with such funding are usually approved by the U.S. Internal Revenue Service as non-profit employee organizations. Some companies maintain control over placement of facilities and vending machines, but find it worthwhile to assign any profits to the association. When the company profits from the employee sale of merchandise, this profit must be reported as additional income and is taxed. When such income is turned back to the non-profit association, it can become a gift and a tax deduction. For complete information on the use of vending profits by non-profit associations and the tax advantages of such arrangements, contact the IRS.

There are additional benefits to the use of funds generated by sales to employees. Income from the sale of food or any other merchandise is the obvious result of employee participation in company-related programs. A good relationship with employees is enhanced by their knowledge that the profit returns to them through activities funding. This awareness creates a greater concern for the operation of facilities and the maintenance of same. Prices charged for activities are not constantly criticized as company rip-offs.

The income derived from such sales constitutes a company gift without actually being derived from company operational funds or profits. The only alternative to this approach that I have seen is a direct subsidy system by which the company considers operation of the association as a service and reduces the prices charged, sometimes even taking a loss. Of the two, I prefer charging the going price and giving profits to the association. This method tends to direct more credit to the company without additional cost to the company.

You may already know of many other fund-raising methods. Raffles and drawings are a good source of revenue, but must be limited, controlled and sanctioned by both the company and the association. Home bake sales, candy sales, auctions, flea markets and carnivals are excellent money makers. Events for which admission fees are charged can also generate income, but usually do not return the margin of profit received from other sources. One of the more profitable sources of income is an association discount store (for members only). Stores require specialized expertise to operate safely in the black.

Overall, the financial structure of the association must be carefully developed and must be considered as a combined effort of management and the work force. In this way, each party benefits without loss to the other.

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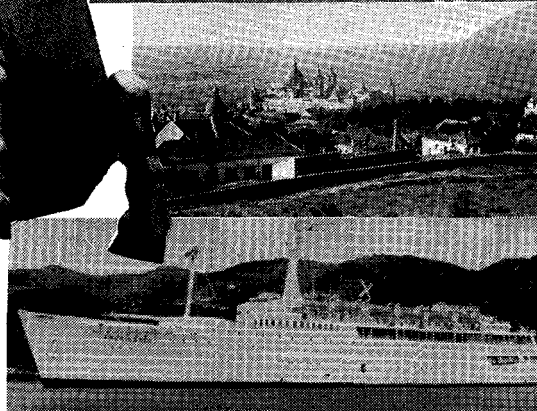
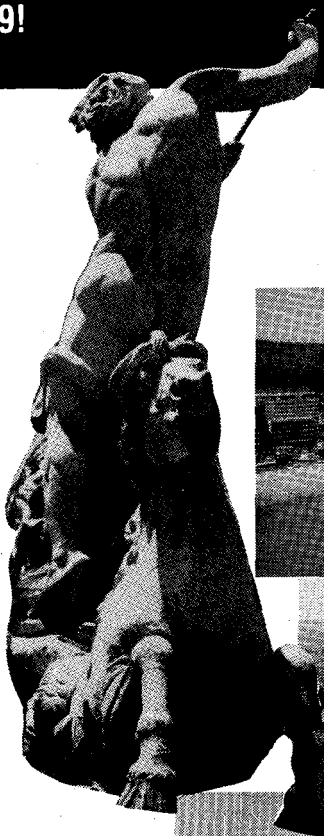
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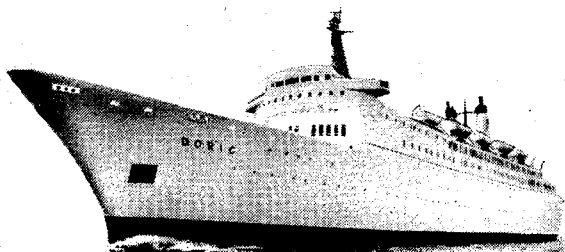
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Region II

Conference and Exhibit

Making employee relations better

NIRA Region II followed its own good example with its second annual Conference and Exhibit, October 26-28, 1978 in Toledo, Ohio. The event, held at the Ramada Inn—Southwyck, presented a program strong on employee relations information. It was hosted by the Toledo Industrial Recreation and Employee Services Council (TIRES).

Program Chairman **Nancy Gansmiller** of DeVilbiss Company opened the program on Thursday, October 26 with acknowledgements to the local TIRES members who organized the event.

"This is really a NIRA affair, though," she added. Local leaders who developed the Conference and Exhibit included:

COORDINATOR

A. C. "Al" Ward, CIRA

Owens-Corning Fiberglas Corp., Toledo

ASSOCIATE COORDINATOR

Norb Abel

Sylvania Savings Bank, Sylvania

PROGRAM

Nancy Gansmiller

DeVilbiss Co., Toledo

PUBLICITY

Melvin Byers, CIRA

TIRES Executive Director, Toledo

HOSPITALITY

Jack Muscolf

Sun Petroleum Products Co., Toledo

FINANCE

George Mullin

Frigidaire Employees' Recreation Assn., Dayton

REGISTRATION

Dick McKenna

Bostwick-Braun Co., Toledo

PRIZES/PROMOTION

Edward Hilbert, CIRA

Battelle Memorial Institute, Columbus

EXHIBITORS/SPONSORS

Rich Nachazel

Toledo area Chamber of Commerce, Toledo

FOOD/SERVICES

Betty Jo Carr

Owens-Illinois, Inc., Toledo

NIRA President **Dick Brown, CIRA** told Conference delegates how pleased he was to fly from Dallas to attend the event.

"This sort of meeting is extremely important," said Brown, especially because there are some members who cannot participate on a national level but who can attend local conferences." Brown challenged delegates to get as much as possible from the educational experience.

"Become involved in every phase of the Conference and Exhibit," he said. "Meet everyone you can, both delegates and exhibitors. Get as much as you can to take

continued on following page

back to your own organizations."

The following morning, Friday, opened with a breakfast, keynoted by NIRA Executive Director **Patrick Stinson**. He outlined NIRA's services and reinforced Brown's emphasis on involvement in the Conference and Exhibit.

Friday's educational program began with a session on communication. NIRA Editor **Mary Morris** teamed with **Ernie Sibley**, Vice President of Public Relations for TIRES. Morris covered the basic considerations of in-house publicity. ("Publicity for Pennies," *RM*, Nov. 1978, p. 32.) Sibley gave an overview of communications theory.

"No matter what you do," said Sibley, "you are communicating. You might as well communicate the message you want to get across."

There are three models, Sibley continued, that describe different kinds of communication. In the "archer-target" model, the communicator simply directs information at an audience and hopes that it is received as intended. The "chess game" model describes a stimulus-response exchange of information. The "dancers" model describes dynamic, uncontrolled communications.

"Since all behavior has communication value," said Sibley, whatever management does will communicate its attitude and concerns to employees. Doing nothing can be as eloquent as a carefully choreographed communications campaign. It is important to remember, he continued, that "the message sent is rarely the message received." This is because of a host of interferences that can distort it. Among them are internal static, pre-occupation, distraction, misinterpretation, conflicting non-verbal messages, voice tone and emphasis, context, timing, and the relationship of the communicator to the audience.

"Maximum programming with a limited budget," the next Friday session title, guaranteed maximum attendance. Speaker **Tim Shroyer**, CIRA of Delco Air Conditioning, told delegates, frankly, "I have a limited budget. Some of you may have more money to play with than I have. But sooner or later, we all are limited. There are many ways that you can get decent programs while you cut costs."

Shroyer's list of money-saving programming sources included: training your own officials, utilizing volunteers, recruiting student interns, emphasizing cost-free and self-supporting activities, generating profits through recreation activities, holding raffles (where legal), diplomatically soliciting bequests from interested retirees, working with trusted suppliers on promotion and sponsorship of activities, and supplementing your own program with referrals to public recreation sources.

Even employee programs that operate without any visible means of support have resources upon which to draw, according to Shroyer.

"You have a budget, whether you know it or not," he continued. Every cost-free program and every bit of volunteer assistance is valuable. Every community program in which you participate or to which you refer employees is another resource. Every NIRA discount, tournament and service counts, too. And, finally, every bit of cooperative assistance you gain from neighboring companies helps improve your program.

Friday noon brought Region II delegates a special speaker who had delighted NIRA audiences at several previous conferences: James Hoke. The motivational consultant and hypnotherapist told the luncheon group about "Motivation: How to get it and give it." Motivation must include physical, emotional and intellectual involvement, said Hoke. Once a need for change be-



Awards by Kaydan

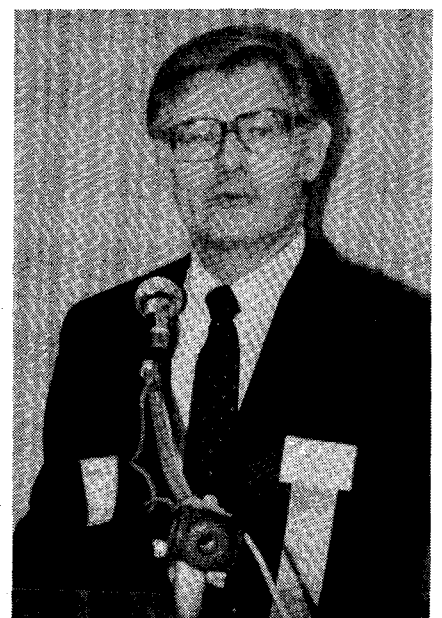
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Coordinator **Al Ward**, CIRA

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comes a desire to make it happen, he said, motivation is achieved.

Friday afternoon was devoted to a new concept in NIRA educational sessions. In a single large meeting room, six speakers chaired separate informal workshops. Within a two-hour period, groups of delegates moved from one speaker to the next, gathering information and exchanging ideas. As speakers handled several repetitions of their material, they, too, learned about their topics from each successive group. An informative range of topics was covered:

"How to develop an employee discount program"

Nancy Gansmiller (DeVilbiss Co.)

"How to develop a group travel program"

Martha Byers, CIRA (Owens-Illinois, Inc.)

"How to develop employee clubs"

Stephen Waltz, CIRA (Cummins Engine Co.)

"How to set up a tournament"

Louis Mertens, CIRA (State-USIA)

"How to set up a company outing"

George Mullin, CIRA (Frigidaire)

"How smaller companies handle recreation and employee services"

Norb Abel (Sylvania Savings Bank)

Friday evening included an exhibit hall reception and the Conference banquet. The evening's featured speaker, G. H. Williams, enthusiastically endorsed employee programs on the basis of his personal experience. Williams, who is President of DeVilbiss Company in Toledo, believes that employee recreation and services boosted morale—and hence productivity—in the Canadian division of DeVilbiss which he headed prior to assuming his present position in the States two years ago. According to Williams, the new DeVilbiss employee program in Toledo, administered by Nancy Gansmiller, had a real and significant contribution to the record profits reaped by the company in 1978.



Program Coordinator Nancy Gansmiller and President Dick Brown, CIRA.

Said Williams, "It's a pleasure to participate in those programs and to see the appreciation from employees. It's what we believe in." Williams encouraged delegates to continue promoting employee services to management and he added, "If you need support, just call me."

Saturday's half-day of educational sessions concluded the Conference. At a breakfast session, Dr. John Rappaport, an industrial psychologist, told delegates that they will gain management support by using and supporting modern business management techniques. ("Promote management development to gain management support," *RM*, Nov. 87, p. 6.)

"The role of recreation in stress management" opened the Saturday morning educational schedule after breakfast. Dr. Dale Blanton, Coordinator of Recreation for Bowling Green State University, told her audience that recreation services offer an effective, inexpensive means of stress relief for employees.

Stress, she explained, is "the reaction of the body to a stimulus that is unpleasant." Both boring jobs and high-pressure work environments can create stress. The stress mechanism, she continued, follows three phases. In the "alarm" stage, the body reacts with elevated blood pressure, increased heart rate and other "fight or flight" preparations. In the second, "resistance," stage, the body repairs any damage done in the first. If stress is heavy and chronic, however, the body will reach exhaustion. At this stage, a person falls victim to diseases

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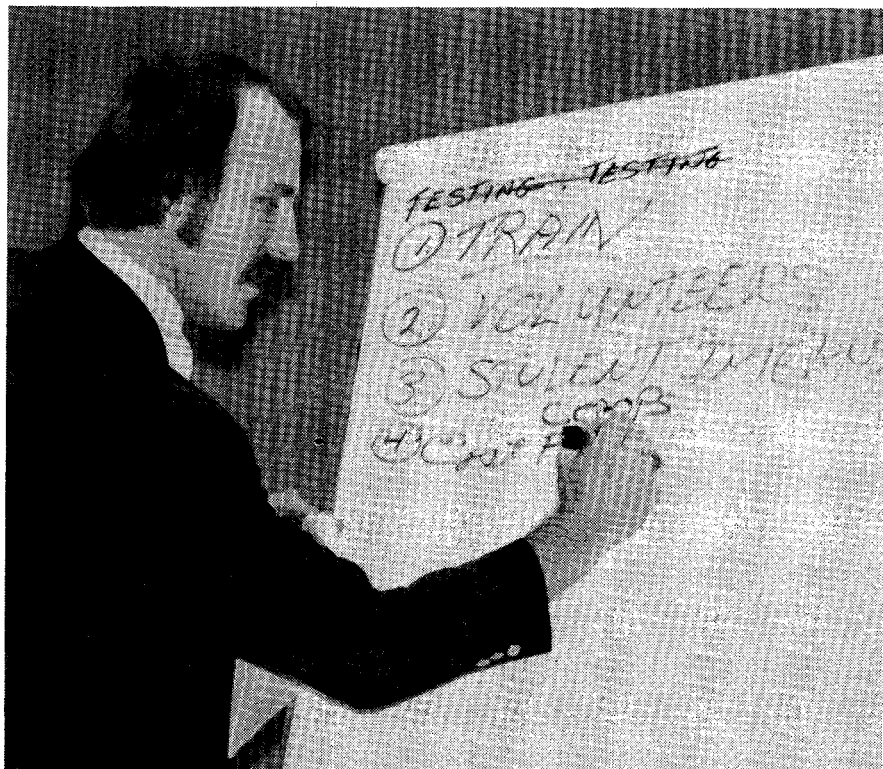
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DeVilbiss President G.H. Williams



Tim Shroyer, CIRA provided economical programming ideas.

of all kinds. The effects of stress are costly, concluded Blanton, both to the employee and his/her employer. A relatively small investment in recreation programs and leisure counseling is insignificant compared with the toll that unrelieved stress can exact.

Liability in recreation programs rated a special educational session, presented by attorney Susan Kienzle of Owens-Illinois. She explained degrees of liability that employee associations may incur.

The individual members of an unincorporated employee association, she said, may be held liable for acts of the association. An incorporated, non-profit association, on the other hand, acts as a single entity and shields its members from personal liability in most situations.

Sponsoring employers may be liable under Workers Compensation when certain broadly defined conditions prevail: (1) when an injured party is an employee, (2) when an activity in which he/she is injured is held on company premises, (3) when participation is required or encouraged or incidental to employment, (4) when the employer stands to gain from the person's participation in the activity.

Because employers do stand to gain a great deal by sponsoring employee programs, Kienzle said, it is wise for them to protect themselves from the more predictable and obvious areas of liability. She advised employee clubs to incorporate as non-profit associations or, at the

very least, to adopt by-laws that define areas of authority for the association's officers, trustees, and agents. She also encouraged them to purchase general liability insurance, use written contracts, collect signed releases for hazardous activities, schedule as many employee activities as possible away from company premises, and to use "hold harmless" clauses in agreements with employees and other groups.

Members of the Toledo Repertoire Theatre got into the act on Saturday morning with a skit written especially for the Conference. In two scenes, "Mr. Nice" (a Bogart type) solved employee morale problems at "Boss Bumble's" bagel factory with the help of TIRES and NIRA.

The Conference closed with advice on professionalism from Leonard Brice, Executive Vice President of the American Society of Personnel Administrators (ASPA). Brice offered the assistance and cooperation of his organization.

"There ought to be closer ties between ASPA and NIRA," said Brice. He applauded management support of employee programs. "It was great to hear that DeVilbiss story," he continued. "Here was top management attributing corporate profits to good employee relations." Brice also reminded delegates of their role in the corporate enterprise. "Keep in mind," he cautioned his recreation-oriented colleagues, "that your main objective is to produce a profit."



Norb Abel (standing) led one of six discussion groups.



James Hoke after his session.



Director Lou Mertens, CIRA tested exercise equipment.



Delegates had several opportunities to meet with exhibitors, both (as here) in the exhibit hall and at social events.



Scheduled luncheons and dinners were one of the best occasions at which to meet and exchange information with other delegates.

3

Recreation: Its effect on productivity

A recent study and its unexpected results

by
Craig Finney

Productivity within the work setting is based upon a worker's efficiency. Efficiency is affected by several factors, one of which is boredom. This boredom factor (tedium and lack of stimulation) may contribute to a decrease in a worker's efficiency, thus affecting productivity. A recreational activity which stimulates a person could decrease the degree of boredom, thereby increasing productivity.

Industrialization, while bringing with it an advancement of technology, increased per capita income, and greater job performance stability, has also raised questions of job dissatisfaction, boredom, and alienation.

Sociologists have focused on the elements of industrialization and automation as sources of potential dislocation of workers from a quality of life (Dublin, 1958). Lack of job satisfaction as a function of alienation to industrialization and automation has also been studied. A study by Shepard and Panko showed that the feeling of powerlessness was the greatest determining factor with alienation and job satisfaction. (Shepard and Panko, 1974).

Another perspective of job satisfaction and motivation presented by William Le Maire (1974), was based on a Louis Harris poll. Questions were asked of assemblyline workers as to which factors they felt might make workers more satisfied with their jobs and motivated to work harder. The data indicates the highest response received concerned an increase in pay. Sixty-four percent of those responding indicated they would work harder if they received an increase in their pay. The other area with the highest response was that of au-

tonomy, or having more input into their work situation (64%).

The high response received concerning a pay increase becomes interesting upon viewing Hertzberg's perspective of job satisfaction (Hertzberg, 1973). He views job satisfaction and motivation as composed of two classifications: (1) nonmotivators, or maintenance factors, and (2) motivators. Hertzberg has classified salary as a nonmotivator or maintenance factor. Salary will help keep an employee from being unhappy, but not motivate him to work harder or to produce more.

Job satisfaction can be obtained from several areas. It can come from how the worker feels about the job he is engaged in or may be obtained from the security of not having to worry about losing his job. It may come from the ability of a worker to work independently. It may also be obtained if the worker feels he has power, control, over his job.

Similarities and differences can be seen in these three perspectives. Hertzberg lists salary as a maintenance or nonmotivating factor. The Harris Poll, on the other hand, shows that 64 % of the respondents surveyed said they would work harder if their pay were increased.

The concept of powerlessness as proposed by Shepard and Panko correlates with some questions on the Harris Poll. Questions such as: (1) If work rules and regulations were more flexible; (2) If you could work more independently; (3) If you had more to say about the kind of work you do and how you do it; show signs of Shepard and Panko's powerlessness concept. Survey results on these three questions were 51 %, 58 %, and

61%, respectively.

An article by a steelworker, Donald Dalena, also deals with the concept of alienation. Wrote Dalena, "Our entire system of management is geared toward alienation. Does this have to be? Do we have to continue to drive employees to alienation through their jobs? The truth is most jobs can't be enriched, but the lives of the workers sure can be" (Dalena, 1974, pp. 36-37).

Dalena sees three simple keys which he believes are necessary to unlock the door to human progress within the work place: care, continuous feedback, and the feeling of mutual need.

Boredom is a general factor which may affect job satisfaction. Jobs today are primarily structured around tasks, in accordance with the convenience of the particular corporation. Although this may seem to promote efficiency, it may actually lead to boredom. (U'Ren, 1974, p. 52). Boredom normally is a transient state in which the individual finds it difficult to attend to present stimuli or to work at his task. There is a hunger for stimuli other than those available (Greenson, 1953, p. 13).

Since repetition is built into many jobs today, it would be logical to assume and to expect that workers will experience some degree of boredom.

All these perspectives of job satisfaction, boredom, and alienation effects on productivity are viable points of inquiry, especially when viewed from a fourth perspective: recreation. Recreation may be considered that form of activity that brings self-satisfaction and enjoyment in the process.

The focus of this study was on the possible effect recreation might have on boredom and subsequent productivity.

In what way can recreation have a positive effect on a worker's productivity? Worker efficiency is usually measured by most industrial economists in terms of a ratio between time spent by the worker on producing a given unit of work and the number of units of work completed within a set period of time. Efficiency itself is affected by certain factors, one of which is boredom (Warren, 1958). Boredom is defined in this study as the state of being weary with tedium (dullness). When a worker prolongs discontentment from boredom, he develops inner tension from this discontentment. This boredom factor of discontent and tension may then affect the worker's efficiency by increasing the time spent on a unit of work, thus affecting his productivity.

Recreation can be defined as an activity which may not have a specific rational purpose or end product. Unlike most tedious, repetitive work, recreation may have the components of freedom, privacy, pretense, tension release, challenge and risk. A recreational activity, one

which relaxes and stimulates, may then lessen a worker's degree of boredom and have a positive effect on his productivity.

THE TEST: BOREDOM AND RECREATION

Test Subjects

The subjects for this experiment were selected randomly from the college/career departments of a protestant church in Los Angeles, California. The church's membership consists of middle to upper class whites. A total of 24 persons was randomly selected, consisting of 14 males and 10 females, ages ranging from 18 to 25. Each of the 24 subjects was then randomly placed in the control group or the experimental group, each consisting of 12 subjects.

Arranging the test

The research design used for this study was a controlled laboratory setting. The quasi-experiment was conducted in two rooms that were operationally identical, including table arrangement, type of chairs, lighting, heating temperature, color of carpet and walls, and noise level. All participants were asked to eat breakfast at 8:00 a.m., one hour before the experiment was to begin. The experiment started at 9:00 a.m., with one-half hour of instruction given to all subjects. Each group then adjourned to its own room. Actual work (testing) started at 9:30 a.m.

The members of each group worked individually for a five-minute period, then received a 10-minute rest period. The experimental group was taken to the gymnasium in an adjoining building to play a number of games consisting of table tennis, basketball, dominoes, table golf, table maze, and checkers. The choice of activity was left entirely up to the subjects. While the experimental group was in the gym, the control group stayed in its work room. During the rest periods, neither group was aware of what the other group was doing. The work period and rest period procedure was repeated seven times, then the results were recorded. During the experiment, the investigator's assistant monitored the experimental group, while this investigator monitored the control group. Further, the control group's work and rest period conversations were tape recorded. Also tape recorded was the debriefing session involving both groups at the conclusion of the experiment.

Tedious work

The instrument used for the work project was quadrille paper, which is 8½ inches by 11 inches with a total of 1,496 one-quarter-inch squares. The subjects place

continued on following page

Recreation and Productivity continued

circles in every other square on the paper. This instrument was chosen after pre-testing several other types of work exercises. The quadrille paper was chosen for the experiment because it included several necessary factors: productivity was highly measurable, it represented work to the subjects, and it tended to be boring and seemed to create tension.

Process of the experiment

At 9:00 a.m., the subjects were given the following directions verbally:

Your objective today is for you to put as many circles in every other square on each line of the quadrille paper in front of you, in seven, 5-minute periods, as possible. You may work in any manner you wish as long as the following conditions are met; each condition not met has a penalty. (Table 1)

During the work time I will be walking through the room, answering any questions that may arise, and supervising any procedures necessary. You are to work quietly, by yourself, and without talking!

After each five-minute work period, you will be given a 10-minute break. You may get a drink or visit the restroom.

After each break, you will return to your assigned seat and when told, begin the work process again.

As a reward for the most total work done, a free dinner of your choice will be given at my expense. There will also be second, third, and fourth place awards.

If you have need to leave the room at any time, feel free, but remember that this will drastically cut down on your total production of work.

You will each have an extra pencil (tool) beside you to use if it is needed. Also, you will always have a supply of paper on which to do your work.

If anyone would like to leave the room now, please do and we will wait for you.

Any questions? Your working paper and tools are in front of you. When I say "start," you may begin. Start.

After questions were answered, the subjects were seated at the tables in their separate rooms, divided by a wall with a door entrance, and the work began. After five minutes, the research assistant took the experimental group to the gymnasium to play the various available games for 10 minutes, while this investigator stayed with control group. The subjects' work papers were collected, pencils sharpened, and new paper distributed. After 10 minutes, the working process started again. At the end of the second work process, 10 minutes of rest time were given. This procedure continued until seven work periods were completed.

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THE FINDINGS: AN UNEXPECTED TWIST

As shown in Tables 2 and 3, both the groups completed approximately the same number of squares during the seven work periods (WP's). Looking into the make-up of the two samples, there are only slight differences between them. The experimental group consisted of two 18 year olds—both female; four 19–23 year olds—two female, two male; and six 23–25 year olds—one female, five male. The control group, on the other hand, consisted of two 18 year olds—both female; seven 19–23 year olds—one female, six male; and three 23–25 year olds—two female, one male. It appears from the data, however, that neither sex nor age was a factor in determining the number of work projects produced. This investigator speculates the reason the control group's production was as high as the experimental group was based on events that occurred during the fourth rest period (RP 4) in the control group. The surprising events were not planned and will be discussed in detail later.

Looking first at the experimental group (Table 2), total work completed per period shows a continual increase over time, although each subsequent increase is smaller than the preceding one, except in WP 7. This increase is reflected in a continued percentage increase of 7.3 %, 5.2 %, 3.2 %, 2.8 %, 1.3 %, and 2.2 %. The largest increase of 7.3 % for WP 2 over WP 1, can probably be accounted for by "test experience" or familiarity of the work. Although the subjects were given a two-minute period of practice before actual testing began,

TABLE 1
Conditions to be met by the workers in the experiment

Conditions To Meet	Penalties For Conditions Unmet
1. You must stay in your assigned seat.	1. One entire line will be deducted from your work done for that work period.
2. Each circle must be three-fourths inside the square [examples were given to clarify this].	2. Wrongly done circles will not be counted.
3. You must not miss a square.	3. A circle will be deducted from work done in the corresponding work period for each square missed.
4. You must not miss a line.	4. A line of circles will be deducted from work done in the corresponding work period for each line missed.

TABLE 2
Experimental Group's Productivity

Subject	Age	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	Total
1. Male	23-25	4.7*	4.8	5.0	5.3	5.6	5.8	5.8	37.0
2. Female	18	5.8	6.1	6.3	6.2	6.2	6.2	6.8	43.6
3. Female	19-22	5.4	6.0	6.4	6.4	6.6	6.6	6.8	44.2
4. Male	23-25	6.2	6.8	6.8	7.1	7.1	7.2	7.4	48.6
5. Male	19-22	4.8	5.2	5.6	5.8	5.8	6.0	6.1	39.3
6. Male	23-25	5.3	5.1	5.4	6.2	6.2	6.4	6.2	40.8
7. Female	23-25	6.6	7.2	7.7	7.6	7.7	7.4	7.8	52.0
8. Female	19-22	3.8	4.2	4.3	4.8	4.9	5.1	5.1	32.2
9. Male	23-25	6.7	7.0	7.2	7.6	7.9	8.0	8.1	52.5
10. Male	19-22	3.8	4.4	4.6	4.4	5.0	5.1	5.2	32.5
11. Female	18	5.4	6.0	6.4	6.6	7.0	7.1	7.2	45.7
12. Male	23-25	4.0	4.6	5.4	5.4	5.5	5.6	5.7	36.2
Total Work/WP		62.5	67.4	71.1	73.4	75.5	76.5	78.2	504.6
Difference		4.9	3.7	2.3	2.1	1.0	1.7		
% Difference		0.073	0.052	0.032	0.028	0.013	0.022		

*Represents 1/100 of work completed within stated work period.

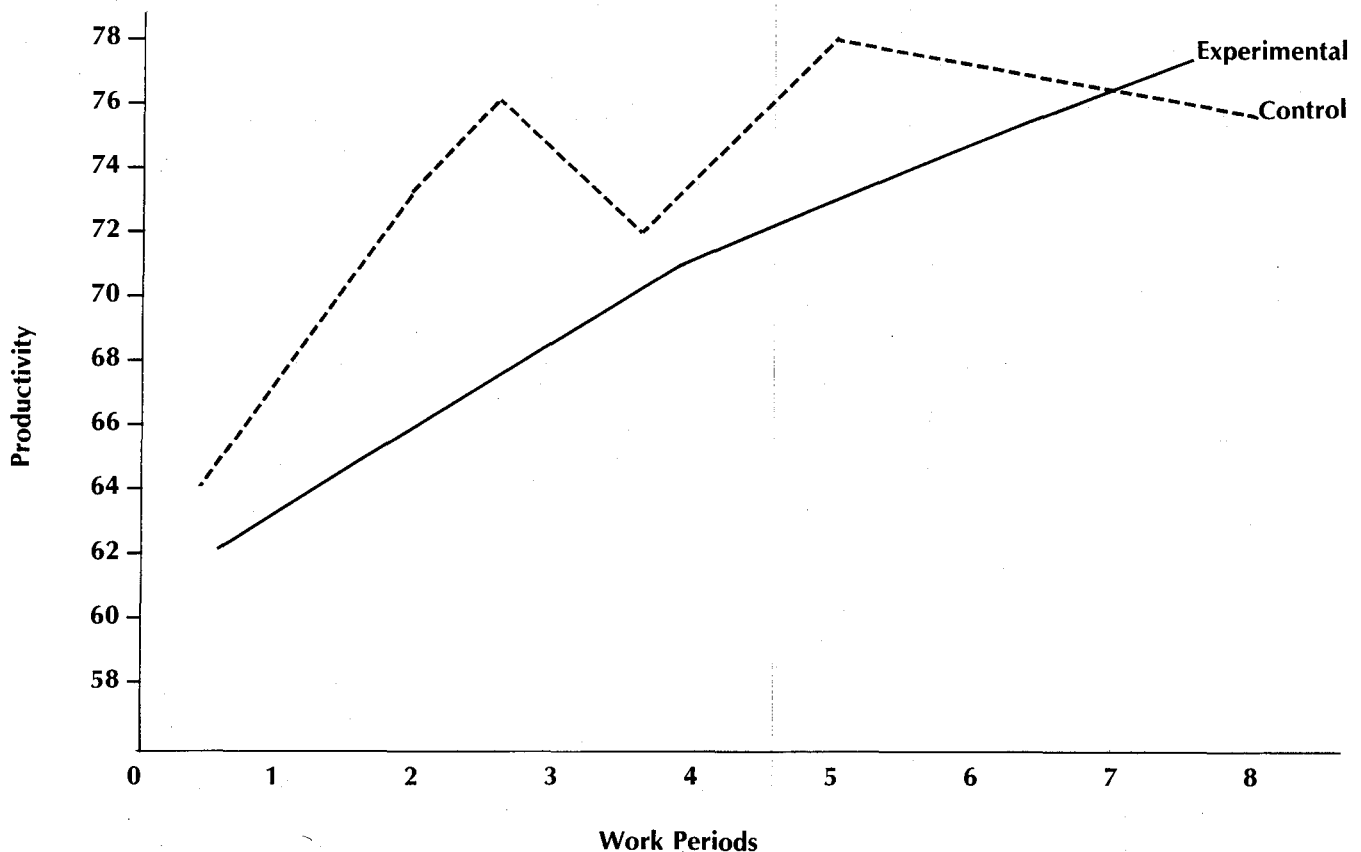
TABLE 3
Control Group's Productivity

Subject	Age	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	Total
1. Female	23-25	5.2*	5.4	5.8	6.0	6.0	5.8	5.2	39.4
2. Male	23-25	4.0	4.4	4.8	4.8	5.0	4.2	4.7	31.9
3. Female	18	6.2	6.7	7.0	7.0	6.9	7.0	6.8	47.6
4. Male	19-22	6.3	6.7	7.2	6.6	7.0	6.4	6.9	47.1
5. Male	19-22	4.4	5.2	5.5	5.6	5.5	5.6	5.4	37.2
6. Male	19-22	5.2	6.8	7.1	7.4	7.3	7.2	7.2	48.2
7. Male	19-22	6.0	6.2	6.4	6.4	6.8	6.4	6.3	44.5
8. Female	19-22	4.0	4.2	4.6	4.4	4.9	4.4	4.9	31.4
9. Female	18	6.1	6.6	6.8	6.9	7.0	7.0	6.9	47.3
10. Female	19-22	5.2	5.6	5.4	6.0	6.2	6.4	6.2	41.0
11. Male	19-22	5.7	6.4	6.7	7.0	7.0	7.1	7.0	46.9
12. Male	23-25	5.5	6.4	7.0	6.0	7.4	7.6	7.4	47.3
Total work/WP		63.8	70.6	74.3	74.1	77.0	75.1	74.9	509.8
Difference		6.8	3.7	-0.2	2.9	-1.9	-0.2		
% Difference		0.097	0.050	-0.002	0.038	-0.025	-0.002		

*Represents 1/100 of work completed within stated work period.

continued on following page

FIGURE 1
Productivity For Experimental and Control Groups
As Measured Over 7 Work Periods



additional experience may have been gained during the first work period.

The highest production rate for the experimental group was 78.2, occurring in WP 7. Looking at the group's production rate graphically over time, from WP 1 to WP 7 (Figure 1), one may project a continued increase in productivity. Even after WP 7 the experimental group's productivity does not appear to have peaked.

Another possible explanation for this high productivity level for WP 7 might be that the subjects knew it was the last work period and therefore worked harder. This incentive was inconsistent at best, however, since the control group did not perform in the same manner.

Looking at the control group (Table 3), we can see a somewhat different trend. There were increases in productivity in WP 2, WP 3, and WP 5: 70.6, 74.3, and 77.0 respectively. The largest increase, as with the experimental group, occurred in WP 2. Again, some of this increase in productivity can probably be accounted for through test experience.

The investigator speculates, by looking at the data in Tables 2, 3, and Figure 1, that the productivity of the control group seemed to peak at WP 3 and again at WP 5. One may speculate that the reason for the second

peak (WP 5) was due to events which occurred during the intervening fourth rest period (RP 4). What occurred during this rest period was not planned. During the preceding three rest periods, the subjects talked, told jokes, asked questions, tapped pencils on their tables, and at times lay on the floor or tables. However, during RP 4 (following WP 4, and preceding WP 5), their behavior changed radically. Instead of staying at their chairs and tables and talking, the subjects started throwing paper at each other. One subject stood on the tables and juggled pencils and paper wads. This increased the noise level considerably.

This type of activity, deviant from previous rest periods and from instructions given by the investigator, suggests there was a need to release built-up tensions. Ironically, the production rate for WP 5 (77.0) was the highest rate this group reached throughout the entire experiment. This rate represented a 3.8% increase over WP 4.

After this incident, productivity for WP 6 and WP 7 (75.1 and 74.9, respectively) saw the control group decreasing again. After the deviant rest period, it was necessary for the investigator to remind the subjects of the initial instructions which defined the acceptable ac-

tivities during break time. This reminder brought the rest period activities during RP 5 and RP 6 back to normal.

Some interesting comments were made by subjects during the experiment itself and the debriefing periods. Two members of the experimental group said, "We look forward each time to going down to the gym and having the recreation break. It gives us a lift, and something to look forward to after each work period." During debriefing, only one subject in the experimental group said he was ever bored during the experiment.

This lack of boredom was not true of the control group. When asked during debriefing whether they were bored during the experiment, every subject answered, "Yes, I was bored." It is interesting to note that, the experimental group never talked while working. The control group, on the other hand, did a great deal of talking and telling of jokes. The noise level for the control (consisting of hands and pencils tapping the tables) during the rest periods increased throughout the experiment. The talking and joking by the subjects in the control group during the rest periods stopped during RP 3, leaving only pencil tapping on the recording tape. After the upsurge during RP 4 for the control group, pencil and hand tapping were the only thing again on the recording tape during RP 5 and RP 6. When asked why they were telling jokes during the working period, the control group said, "We were trying to cut the boredom."

The research assistant added observations of the experimental group during its rest periods. All subjects

were involved in one of the activities made available to them; no one just sat during the rest periods. During RP 1, two of the male subjects played ping-pong while the other two male subjects shot baskets. The female subjects during RP 1 played table maze and table golf. During RP 2, all the male subjects "shot baskets" while the female subjects played ping-pong. During RP's 3, 4, 5, and 6, the male subjects continued to "shoot baskets" while the female subjects played ping-pong or table golf and table maze.

During the debriefing, the control group continued to show signs of tension and boredom by tapping pencils and telling jokes to each other. The experimental group, on the other hand, while being debriefed in the same room at the same time as the control group, sat quietly and showed a more relaxed interest in the debriefing information.

While there was no noticeable change in total productivity, there was a difference between the two groups in respect to the consistency of their productivity levels. The consistent productivity for the experimental group, appearing in a small increase each period, and the inconsistency from the control group would seem to be based upon the types of recreation activity they experienced during rest periods. The experimental group was engaged in a structured recreation, resulting in a consis-

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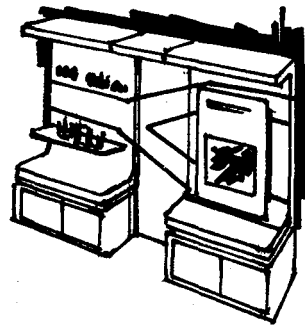
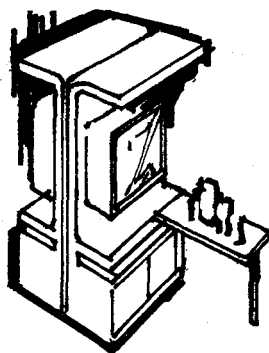
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tency in productivity, a more predictable level of work. On the other hand, the control group was engaged in unstructured play, resulting in erratic patterns of work levels or productivity.

CONCLUSIONS: RECREATION IMPROVES CONSISTENT PRODUCTIVITY

Although the findings of our study were not totally conclusive, we can say that recreation may have an effect on productivity.

The findings show that, when recreation is interspersed during the working process, over time, the productivity rates of those workers seem to rise consistently.

It was also found that workers will find ways to release tension and boredom by creating play activity. This was seen during the control group's rest period when subjects deviated from instructed activities. They showed an unwillingness to follow instructions, but rather participated in their own play activities.

Work may be dissatisfying and boring while play seems to be inherent in human behavior. Therefore, in cases where boredom occurs, workers will find ways to play. In industrial settings then, it may increase productivity if scheduled recreation is instituted rather than letting workers find their own ways to play. One of the benefits of a structured recreational program may be a greater degree of consistency concerning the production level. Predictability or the consistency of a production level many times is desirable for management (Blake and Mouton, 1964). Decisions concerning delivery of goods, personnel or crew assignments, coordination time be-

tween departments, and inventory flow all have a greater probability of being accurate with a greater degree of predictability in the production level.

Another benefit of a structured recreation program is that it allows workers a safe means by which to fulfill the need for tension-relieving play. Horseplay is a cause of many industrial accidents. Since rest periods are usually mandatory, the many benefits of offering a structured recreation program can be highly desirable, from both management's and employees' point of view.

In summary, this research found that when individuals are involved in repetitive and seemingly boring activities, they will seek out ways to play. It was also found that a structured recreation program seems to help create a more consistent level of productivity by allowing the worker a safe and periodic means to fulfill some basic needs. These needs are a chance for new stimuli involving movement and play, and a structured release of tension which is built up from boredom—the boredom itself being derived from the repetitiveness of the job.

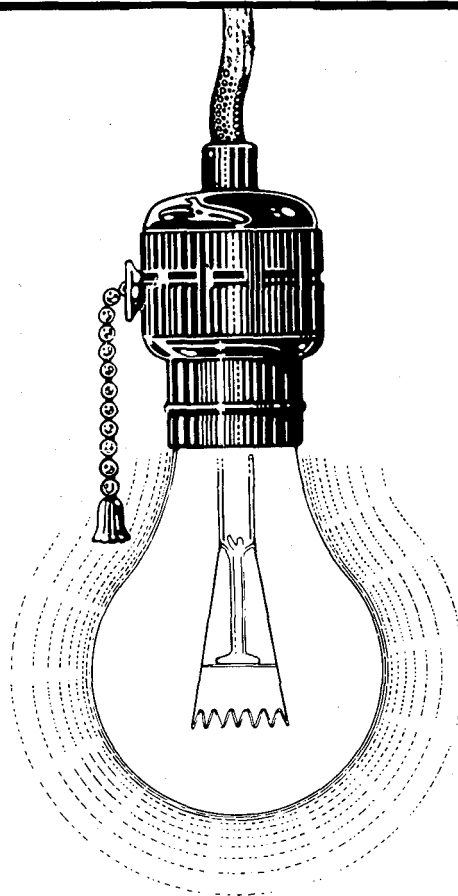
The validity of these conclusions will be assured only if other investigators of work and play pursue this initial, and still speculative, evidence of the correlation of work and play.

Craig Finney is an instructor in the Department of Recreation and Leisure Studies at California State University, Northridge. Reprints of the full text of his master's thesis, from which this article was condensed, are available to NIRA members upon request from the NIRA office.

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The 1979 NIRA Awards Competition

Outstanding employee programs have a single international forum for formal recognition: National Industrial Recreation Association awards. Each year, NIRA presents top honors for corporate, program, activity and individual efforts in employee programs. Awards are presented at the annual NIRA Conference and Exhibit in May. Entries are now being accepted from NIRA members in the following divisions:

NIRA/EASTWOOD AWARD . . .

. . . for overall excellence in employee programs, presented to sponsoring organizations. Nominees are eligible for honors in one of four categories, according to number of employees. (Formerly called the Helms and NIRA/Citizens Savings Award. Renamed for NIRA's first president, the late Dr. Floyd R. Eastwood.)

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vices or events. A third category includes miscellaneous publicity efforts that do not readily conform to the standards of the other two categories.

Criteria vary among award divisions. All are outlined and accompanied by entry directions in the 1979 NIRA Awards Program brochure. To be considered, entries must reach the NIRA office by March 23, 1979.

AWARDS SELECTION PANEL

A distinguished panel of leaders, consisting of the NIRA Awards Committee Chairman and three experienced professionals, will select the 1979 award winners. Judging of the entries will take place the first week of April 1979 and winners will be notified shortly thereafter. Official presentation of awards will take place at the NIRA Conference and Exhibit, to be held at the Americana Hotel in Rochester, New York, May 17-22, 1979.

FRITZ J. MERRELL, CIRA

Merrell is Chairman of the selection panel. He is Employee Activities Supervisor for Olin Corporation in Pisgah Forest, North Carolina and NIRA's Immediate Past President. Merrell moved into recreation administration from other fields. Although he began his career at Olin in 1940, it was not until 1947 that he became Assistant Athletic Director. From then until the present, he has been involved professionally in recreation and employee services for his company. Merrell has also been a mainstay of NIRA for many years. His most recent position, prior to election as President, was in the post of Association Secretary. The highlight of Merrell's work for Olin came in 1970 when his program won the NIRA Helms (now Eastwood) Award for excellence in programming.

GLORIA V. BOYLES

Gloria Boyles has been Recreation Coordinator for Union Carbide Corporation in New York City for the past eight years. She first joined the Board of Directors in May 1976 and has served on the Membership Committee and NIRA Awards Committee. She began her career with Union Carbide in the corporate accounting department and currently serves as Executive Secretary of the Carbide Club, the corporation's employee association. She is also active as Director of the Union Carbide Glee Club.

ROY L. McCLURE, CIRA

Roy McClure has been the Recreation Director at Lockheed-Georgia Company for the past twenty-four years. McClure has been extremely active in NIRA, serving as Treasurer, President-Elect and President. He has received special recognition for his work as Chairman of the 1974 NIRA Conference and Exhibit. The program he directs has won the NIRA Citizens Savings (now Eastwood) Award for excellence. Many of his articles have been published in *Recreation Management Magazine*.

STEPHEN D. WALTZ, CIRA

Waltz is Recreation Director for Cummins Engine Company. He holds an M.A. in Physical Education/Recreation. Waltz has been a member of NIRA's Board of Directors since 1970. In 1975, he was elected Vice President of Tournaments and Services. He was appointed 1977-78 NIRA Treasurer, but left that office to fill the unexpectedly vacant post of Vice President of Tournaments and Services. Waltz initiated the regular column, "Tournament News," in *Recreation Management Magazine* and has authored it since its inception. He has also contributed several other articles to the Magazine. Waltz received NIRA's Outstanding Leadership Award in 1972. In 1978 the program he administers for Cummins Engine has won NIRA's Citizens Savings (now Eastwood) Award.

* * *

Awards entry booklets have been mailed to NIRA members. For additional information or assistance with entry procedures, write or call:

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Save 20% on great spring skiing at Killington, Vermont

Killington Ski Resort, located in snowy Vermont, is making an introductory special offer to the employees and families of all NIRA companies. During the weeks of March 4-11, 11-17 and 25-31 and April 1-7, and 8-14, Killington will be offering 20% off on any 5-, 6-, and 7-day lifts; lifts and lessons; or lifts, lessons and equipment packages. Noted for its great spring skiing, Killington has seven skiing areas on its four mountains, a 3,060-foot vertical drop and the longest ski lift in the world (three and one-half-mile gondola). Trails at Killington range up to five miles long and receive an average annual natural snowfall of over 250 inches, in addition to an extensive snow-making system. Last season Killington was open until May 23.

Lodging accommodations can be arranged at one of over 80 lodges located in the Killington area by making one call to the Killington Lodge Bureau at (802) 422-3711. A wide variety of accommodations is available, ranging from condominiums to deluxe hotels to ski chalets to dormitories.

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CIRCLE READER SERVICE CARD NO. 86

THE IRC A TOOL FOR GROWTH

By Harry Bougeno
Employee Center Manager
and
Employees' Committee Chairman
Los Angeles Times

Since 1926 the *Los Angeles Times* has supported an Employee's Committee Program dedicated to serving employees in times of need and honoring them in times of celebration.

From the basic concepts such as sending flowers and visiting ill employees, the program has grown in recent years to encompass not only welfare services but recreational services as well. The major factor in this growth has been the utilization of the local Industrial Recreation Council (IRC) concept.

Today, the Committee operates with a full-time chairman and secretary and disburses more than \$30,000 annually in gifts and services to more than 7,600 employees. Through the years its core of services has included:

- Gifts of about \$10 in value sent to employees or members of their families who are ill for a week or more.
- Gift checks for new babies, and flowers for their mothers.
- Financial assistance to employees during crises.
- Counseling for employees' families at the time of bereavement and, if requested, assistance in making final arrangements.
- Commemorative front-page plaques for employees upon their retirements.
- An annual holiday open house for retired employees.

Beginning about three years ago, this circle of services began to widen. The major impetus was a reor-

ganization of the personnel staff that shifted the management responsibility for the Times Employee Center, except for the cafeteria, to the Chairman of the Employees' Committee.

The Times Employee Center occupies the entire 10th floor—15,950 square feet—of the Times Building South, one of three buildings in the square block known as Times Mirror Square. A 287-seat cafeteria occupies more than half the area. Television and lounge areas occupy 2,700 square feet, while a game room with pool and card tables covers almost 1,300 square feet. From a 264 square-foot office, the Employee Center Coordinator handles discount sales of company products to employees, and distributes discount cards for amusement-park clubs.

The wedding of the Employees' Committee services and the Employee Center activities was an exciting challenge, accepted with the anticipation of an opportunity to serve Times employees better. Where the Employees' Committee program, in most instances, came to the aid of an employee in negative circumstances—illnesses, financial difficulties, deaths—the development of positive services was now possible.

At the same time, potential problems were foreseen because of the nature of one of our primary products: advertising. Was it possible to avoid conflict of interest if we approached recreational businesses on an individual basis to arrange the savings of employee group sales for theater parties, special days at amusement parks or sports events?

With the approval of management, I began to inves-

tigate the leisure-time activities sponsored by other companies. Was there a service we could contract on a fee-per-number-of-employees basis? In one of the many contacts made in this research, I learned of a group of recreation directors who held monthly meetings. This, then, was my introduction to The Greater Los Angeles Area Industrial Recreation Council (GLAAIRC), a group of approximately 30* people from other industries in the greater Los Angeles area and from the Southern California amusement attractions.

Here, my report to management said, was an organization geared and dedicated to helping other companies, large and small, develop well-rounded employee service programs. As a member, *The Times* could simply share with the planning of other companies and pull from the pool of events only those we wished to provide for our employees. The approval to apply for membership quickly followed this recommendation.

As I became acquainted with others in the organization and they became familiar with the ground rules within which I must operate, more suggestions and offers to share in programs appeared. The first partial year of membership in GLAAIRC resulted in four leisure-time programs. The 1976 calendar (first full year) listed 10 events; in 1977 the number grew to 55, and in 1978 our employees shared 94 programs offered by member companies of the Council.

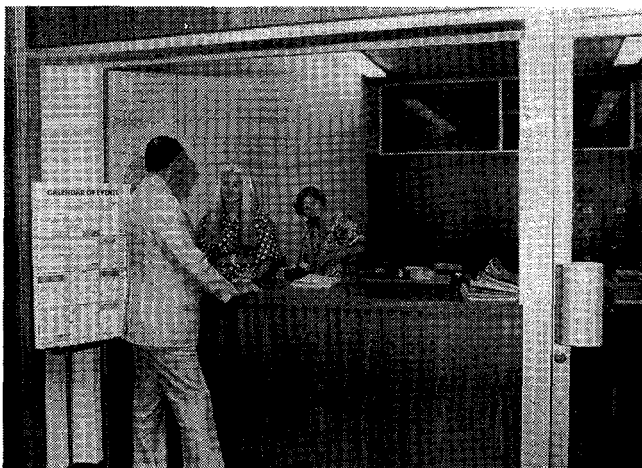
This "piggy-back" method of operation can be successful only if very firm policies are established:

1. Comply with the ground rules laid down by the sponsoring company. For example, don't advertise the event to your employees prior to the release date set by the host industry.
2. Keep good records. Establish lines of communication (daily or weekly) so the other company's staff knows exactly what you are doing, saleswise. This is particularly necessary if you are taking orders from your employees for tickets to be delivered at a later date, rather than having tickets consigned to you.
3. Abide by deadlines. The last day of sale named by the host means just that. On the next day you should have the following things hand-delivered to his office: a typed summary sheet showing the number of orders, seat groupings, and your company's check for all tickets requested. (If you have been working with consigned tickets; you, of

***Editor's Note:** GLAAIRC membership has since grown to 148. Harry Bougeno is currently vice president and has been membership chairman for almost three years.



Before expansion—All Employee Center services were formerly handled by the Center Coordinator from this conventional office setting.



After expansion—This efficient counter-style service now opens into the main corridor that connects the cafeteria and recreation lounge. The Employees' Committee Secretary has her desk in this area to allow for double coverage, when necessary. Pictured (left to right) are Harry Bougeno; Rose-Marie Hacker, Employees' Committee Secretary; and Vanessa Lonberger, Center Coordinator.

course, need to return all unsold tickets.) When ordered tickets have not been received by host company, you must arrange to send another messenger to pick them up at a later date.

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Building a reputation of dependability brings more program-sharing offers your way.

The single largest shared program in which we have participated (this is our fourth year) is a private party with Xerox at Disneyland. Tickets are consigned to us for this special night. The first year we sold 660, the second 1,709, and last year, 2,783. In conjunction with this event, we had our second special Disneyland Day in our cafeteria, with Disney characters visiting during the noon hour, and a drawing for prizes.

The new services provided our employees through the IRC have more than doubled the number of transactions handled by the Employee Center office. This expansion has taken place without adding personnel to our three-member staff and without one dollar of "up front" money for group sales. Discount savings to employees in 1977 totaled \$23,729.37.

The Times has shown its appreciation for the IRC's help by allowing me to participate actively in all meetings, including visiting other Southern California IRC's, holding various offices on the executive board, and sending me to Region VII Conferences. In an added spirit


of reciprocation, two years ago our Special Events Department allowed other IRC members a special reduced ticket offer for the annual "Times 500" auto race at the Ontario Speedway.

As a further recognition of our growth, Times management has approved the expenditure of approximately \$30,000 to remodel the Employee Center office, tripling the floor space.

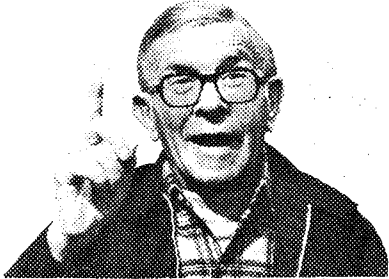
Let there be no misunderstanding: Simply joining a local IRC is not the answer to providing a well-rounded employee service program. *Participation* is the key word. You will find yourself in association with some real pros, but since they also have full-time jobs in industry, they don't have time to "run you down" or to do a lot of individual calling and mailing. On the other hand, I have never been "turned off" by anyone whom I have approached seeking help and advice.

What is in the future for our expanding program? A survey story will soon appear in the employee newspaper to seek out those interested in participating in a talent show. Consideration is being given to holding a swap meet and auction, for employees only, on the roof of our downtown parking structure. Any proceeds would go to charity. More innovations will undoubtedly arise in the coming year.


We are not there—yet; but as the advertisement says, "We've come a long way!" . . . with a big "thank you" to our local Industrial Recreation Council.



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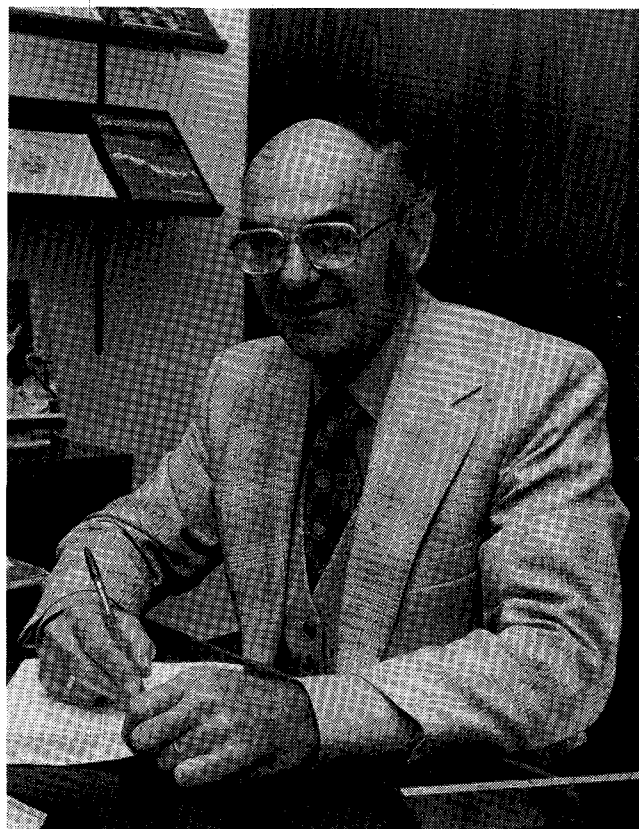


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The Author, Harry Bougeno, in his office.

RM

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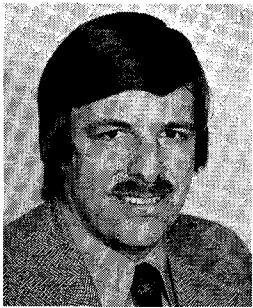
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RM

tournament news



by Stephen D. Waltz, CIRA
Cummins Engine Company
NIRA Vice President,
Tournaments & Services

NIRA anglers competed for a hatful of prizes in the 1978 Fishing Contest. Top catches and the prizes they earned winners are listed here. In addition, nearly forty other fine prizes went to people whose names were drawn at random from among all entrants.

LARGEMOUTH BASS—6 lbs., 6 oz.

Roland Henkel, Jr. (Harnischfeger Corp.)

Prize: Old Pal tackle box

BLUEGILL—1 lb., 12 oz.

Syl Niezanski (Allen Bradley Co.)

Prize: Rod and reel

MUSKELLUNGE—33 lbs., 8 oz.

Michael Likasik (Babcock & Wilcox)

Prize: Mark V Fishing tackle

NORTHERN PIKE—30 lbs., 5 oz.

Chuck Gross (Green Bay Packaging Co.)

Prize: Rod and reel package

WALLEYE—14 lbs., 4 oz.

Dale Hails (Dominion Foundry and Steel)

Prize: Fishing rod

PERCH—1 lb., 8 oz.

Mike Miller (Michigan Bell Telephone Co.)

Prize: Fishing vest

SALMON—32 lbs., 12 oz.

Douglas Stowell (Corning Glass Works)

Prize: Shakespeare fishing rod

LAKE TROUT—16 lbs., 2 oz.

Robert Winnie (Michigan Bell Telephone Co.)

Prize: Johnson fishing rod

RAINBOW TROUT—6 lbs., 6 oz.

Gerald Stachowiak (Harnischfeger Corp.)

Prize: Berkley fishing rod

MARLIN—71 lbs.

Carlos Torres (Presision Social Grupo Industrial)

Prize: Stillfish fishing rod



All prizes for the Fishing Contest were donated by members of the American Fishing Tackle Manufacturers Association. Contest Coordinator Gene Miller, CIRA and AFTMA's Editor, Jill Talesnick handled the prize-drawing honors.

TEAM ENTRY BLANK

AMOUNT \$
PAID

*Eighth annual NIRA MAIL-O-GRAPHIC BOWLING TOURNAMENT
conducted under the auspices of the National Industrial Recreational Association*

FEBRUARY 1, 1979 to MARCH 11, 1979

Entries must be received no later than March 15, 1979

MEN'S DIVISION ☐
75% Handicap
650 to 1000 Average
750 Pins max

WOMEN'S DIVISION ☐
75% Handicap
500 to 900 Average
900 Pins max.

• **ALL PRIZE FEES WILL BE RETURNED IN PRIZE MONEY AND TROPHIES** •

TEAM	TEAM CAPTAIN
FIRM	ADDRESS
PLAY DATE	

RULES AND REGULATIONS

1. Only employees and their immediate families, and retirees of companies affiliated with the National Industrial Recreation Association may compete.
2. ABC and WIBC rules of play will govern the competition.
3. Bowlers may bowl as often as they wish, but not more than 3 bowlers may compete together more than once on the same team.
4.

Prize Fee	\$1.35	(\$10.00 per team)
Tournament Expense65	
Total per bowler to NIRA	\$2.00	
5. No team entry accepted if team average is MEN OVER 1000, LADIES OVER 900.
6. No entry blanks accepted without Team fee of \$10.00.
7. Championship trophies will be awarded to Sponsor and winning team members.
8. Teams may use league bowling scores during February, providing entry blank and fees are turned over to Coordinator before the match.
9. Make checks payable to: N.I.R.A. Bowling Tournament.

CERTIFICATE OF MEMBERSHIP

The undersigned certifies that the bowlers whose names are on this entry blank are employees, their immediate family, or retirees of the

_____ *to whom competition in this tournament must be restricted.*

Name of Company

Signature of Company Official

This application and fees must reach co-ordinator **Jack Rinaldo, CIRL**
c/o Atwood Vacuum Machine Co., 1400 Eddy Ave., Rockford, IL 61101.

1. Entrants use your highest 1977-78 season average.
2. If you had no average last year, use your highest average for the 1976-77 season.
3. Entrants with no previous average, use highest current average (with a minimum 21 games bowled).
4. All others bowl scratch.

NAME		AVERAGE	YEAR	WIBC ABC NO.
1 _____ NAME	1 _____			
	2 _____			
	3 _____			
	4 _____			
	5 _____			
2 _____ NAME	1 _____			
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	4 _____			
	5 _____			

The Chairman of McLean Trucking supports employee recreation

NO LONGER DO WE
CONSIDER
RECREATION A
FRINGE BENEFIT

Paul P. Davis
*Chairman of the Board
and Chief Executive Officer
McLean Trucking Company*



"Employee recreation is the kind of game everyone at McLean can play: drivers, dock workers, supervisors, mechanics, secretaries, and their families. There are company-sponsored recreational activities available for all.

"When our program was born back in the early 1950's, recreation was still thought of as a municipal responsibility. It was stored away when the weather turned cold and dusted off again each spring. Today, a McLean employee can bowl from September to mid-March, play golf through the summer in a company league, and add to this schedule with slow-pitch softball, basketball, bridge, table tennis, a fishing tournament, picnics, and a Christmas dinner-dance.

"In many unionized industries, employees have become polarized because of contract restrictions that tend to prohibit intermingling. McLean's

recreation program acts to prevent this. In fact, interaction is encouraged. A winning foursome in a recent golf tournament included a long-haul driver, city driver, a supervisor, and a dock foreman. Last winter a bowling team included a terminal manager, a rate clerk, two city drivers, and a dock worker.

"This broad base of participation from all areas of the McLean work force, with its byproducts of good employee relations, and better morale and work attendance, has spurred complete management support of the entire program.

"No longer do we consider recreation a fringe benefit. It is the catalyst that produces healthy, vigorous, dedicated employees who are an asset to McLean and outstanding citizens in their communities."

From *Top Management Speaks*

Check the publications order form card at the back of this issue

Handing it back to private enterprise

Canadian government promotes employee recreation

by
Vance Toner
University of Moncton

EDITOR'S NOTE: Taxpayers are drawing the line, as California voters did with Proposition 13, and government officials have begun to eye new private sources for recreation services that have traditionally been publically funded. The United States Department of the Interior has begun preliminary studies of employer-supplied recreation as a future complement to public programs. NIRA members in Mexico use the term "social welfare" to describe the comprehensive services in recreation, fitness, education, family assistance and even housing that characterize some employee programs in their country. In Canada, government officials who are interested in recreation and economic development are cooperating with one another and with private employers to develop employee recreation and fitness programs.

In October 1978, the Nova Scotian Departments of Development and Recreation held their second Canadian Conference on Employee Recreation and Fitness in Halifax. Delegates represented private business and industry in Nova Scotia and other provinces. Several delegates and speakers from the U.S. as well as delegates from Mexico also attended. NIRA Region VIII Director **Nelson Ellsworth** of the Nova Scotia Department of Recreation coordinated both the 1978 Conference and its forerunner in 1976. Since the Conference followed the Fall meeting of the NIRA Board of Directors in Halifax (see report, page 37), several of the Board members participated in the Conference.

The following Conference summary highlights the

efforts of Nova Scotian government officials and private employers to promote employee welfare, productivity and industrial development.

The first objective of the conference was to provide an opportunity for industry and government to explore the potential of employee recreation services.

At opening ceremonies Tuesday night, October 10, the Honorable Roland Thornhill, Nova Scotian Minister of Development, immediately established the tempo of the conference when he challenged delegates to give direction to the role government can play in promoting employee recreation.

The entire afternoon of the next day was devoted to group discussion about that very question. The Minister made five general recommendations for government involvement upon which the discussion groups expanded. The delegates, representing private employers, saw government's potential role very much as the Minister did.

First, Thornhill suggested that government could provide *leadership resources* to private employers. The groups identified specific kinds of leadership assistance: consulting services, professional leadership guidelines, catalytic and energetic leadership and definitions of fitness and recreation.

The second of the Minister's recommendations was to provide *seed money* for pilot projects. Delegates suggested, under this heading, that government could provide initiation grants, support conferences similar to this one, fund special projects which might include

facilities in industrial parks, and support tax incentives for employee recreation facility construction.

The third role identified by Thornhill was in *research*. To this end, delegates suggested that government could support research into the benefits claimed for recreation and fitness.

The fourth of his recommendations was for *information and encouragement*. It was here that the delegates suggested that government provide information that would educate private employers about recreation and promote their commitment to it.

The fifth of the Minister's recommendations was that government promote *better relationships between government and industry and between related employee services*. Similarly, delegates suggested that government provide basic facilitating services, to influence, if possible, a breakthrough in the use of available community services for employee programs.

The private employer's perspective on employee recreation was outlined by NIRA President **Richard Brown, CIRA**. Brown addressed the growing enthusiasm for fitness activities in employee programs. Fitness is important, he said, but is only one of the many physical, mental and cultural experiences that combine to improve worker morale and productivity.

Other speakers touched on the common goals and cooperative potential of private business and government in employee programs. Stephen Wiltshire, Senior Vice President of St. Anne-Nackawic Pulp and Paper Company, New Brunswick, described the extensive investment his company has made in community recreation projects initiated by employees.

At the same time as the Nackawick story was unfolding, NIRA Past President **William DeCarlo, CIRA**, Recreation Manager of Xerox, Corp., addressed the bottom line of employee program administration. DeCarlo emphasized the necessity of selling management on the program and finding independent, self-supporting activities. In another session, speakers described the development of employee programs at Maritime Telephone and Telegraph with the help of the Civil Service Recreation Association of Ottawa.



President Dick Brown (left) was interviewed during television coverage of the conference.

In other concurrent sessions Don Sparrow, Chairman of the Nisku Industrial Park near Edmonton, Alberta, advocated the development of recreation areas near industrial parks. He insisted, as well, on the dual responsibility of private employers and government in this undertaking.

NIRA Executive Director Patrick Stinson concluded the Wednesday program by explaining that NIRA is not what it says it is. It is not national; it is international. It is not merely industrial; its members are in business, industry and government. Finally, it is concerned not only with recreation, but also with fitness and services of all kinds.

On Thursday, the Conference concentrated on its second objective: "To provide an opportunity for industry and government to obtain current information on employee fitness programs." Delegates experienced a continuous flow of literature and opportunities to have their own fitness checked. They took exercise breaks, nourishing refreshments, instruction and demonstrations in movement skills, and even a breathalyser test. Several presentations touched on the value and application of fitness programs.

The Conference concluded with a confirmation of the value of private/public coordination in employee programs. The Nova Scotian government plans to promote the cooperative effort begun at the Halifax Conferences.

RM

professional services directory

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Employee programs aid industrial development

From remarks by Roland Thornhill
Minister of Development, Province of Nova Scotia

In the past decade, fitness has been a preoccupation for Canadians. We could hardly say that joggers have become a traffic problem or that they represent a threat to the unwary stroller; but we see a lot of them, panting by in sweatsuits and headbands, leaving most of us with a feeling that we too should be more active than we are.

Recreation organizations are experiencing a boom in public interest and governments readily encourage programs that can benefit people of all ages. It is pretty well established by now, that most people in North America are convinced that becoming physically fit and maintaining physical health is something of high priority. Canadians may be a little late in coming to these conclusions. The United States, the Soviet Union, and some other industrialized nations have long been aware of the economic benefits of a population that is healthy and getting healthier. We have all heard about the sixty-year-old Swede who is as fit as a thirty-year-old Canadian and who jogs five miles a day and swims out-

doors year-round. There is really no means to better condition than conditioning itself, when it is appropriate to our ages and available opportunities for exercise and recreation.

There are more than physical benefits from physical conditioning. A professor of physiology and related sciences in the Soviet Union has released a study which more than indicates physical exercise has a favorable effect on mental health. This study also says that the worker-athlete enjoyed a higher working capacity. A well-conditioned person is able to maintain a two to five percent higher output than non-athletes, and in some cases the differential is as high as ten or fifteen percent.

Employees who exercise regularly clearly produce more—and more consistently—than those who do not exercise. An international study has proven that five-minute training drills, done in a systematic way, improve the general health of employees and thereby make them more able to resist disease. This, in turn, results in lower absenteeism and

higher productivity. A vicious cycle is replaced by a *positive* circle.

These positive results can extend well beyond the factory floor. It has also been found that people in an active physical exercise program see doctors only a quarter as many times a year as people who do not take physical exercise. You don't have to be an accountant to read substantial savings in our total health bill.

Now, if the results are even half as good as the studies indicate, you are on to something of immeasurable benefit to our communities and our nation. In business, just think of the difference in costs if your average employee requires three to five fewer sick days per year. In the months of flu and the common cold, absence through illness is a considerable factor for the manager who must answer to his president or board if productivity is not maintained.

Productivity is not an empty word. It affects every corporation, company, government agency and, in fact, every worker from the new employee to the president. It is certainly

the major factor in effective competition. To be industrious is to be successful, generally speaking; but all work and no play just isn't the rule it used to be. Now the really productive worker is the well-rounded, or should I say well-muscled individual. (I must be cautious here, even in jest; because it has been pretty well demonstrated that it is not the muscles that count as much as the healthy condition of the cardio-vascular system, which can be gained as well as sustained by proper exercise and activity programs.) In West Germany, a cardiac conditioning program resulted in a drop of almost seventy percent in absenteeism among workers with some history of cardiovascular problems. In Sweden, an employee fitness program cut absenteeism by nearly fifty percent. Exercise breaks, similar to one started this year by the Canadian Department of Health and Welfare, have reduced errors in a textile mill in Europe by more than thirty percent.

It really isn't all a matter of measurable productivity. Improved industrial and business performance is a result of people being physically strong as well as emotionally stable. One of the advantages apparent in improved employee health is that people tend to be more content with their jobs. It may come as a surprise to many, but there is more to work than getting paid, although money is important to the individual as well as to business. There's not much interest in putting the same bolt on the same wheel of a car, year in and year out; but recreation and fitness programs certainly compensate for the tedium of such repetitive tasks.

This points to an important aspect of employee recreation and fitness: "attitude". Most companies know that a worker's attitude is linked closely to his personal well-being as well as his performance on the job. It is "attitude" in addition to

fitness, that recreation programs improve. But there is no need to persuade those already convinced. Our problem is what to do about people who say they would like to improve their physical condition, but really don't have the time or the opportunity. I think this is where employee recreation and services programs can accomplish so much. You can take the programs to the people and offer them the opportunities they need.

as simple or involved as people want to make them. Individuals differ in their needs and inclinations, but it is important that everyone does some physical exercise. A regular running routine on two or three flights of stairs provides a good fitness exercise and it could lengthen someone's life.

This country [Canada] has come a long way in recreation and fitness, but compared to other industrialized countries we still have a long way to

Recreation within a company is a direct asset for the employer and not only a fringe benefit for the employee.

The time is already here for Canadians to realize that recreation within a company is a direct asset for the employer and not only a fringe benefit for the employee. The benefits of employee recreation/fitness programs can not be measured in dollars and cents, but they are very real and in some cases they are substantial. Recreational programs are bargains, any way you look at them. Those of us in business know it is common practice for companies to build or rent large and elaborate offices and use them as tax write-offs. But they have not realized until recently that the same investment would return perhaps greater dividends if applied to human resources.

It doesn't cost millions of dollars to get things going. Certainly, a company could build an 18-hole golf course costing several million, but a few hundred dollars expended for exercise equipment returns immediate benefits. Merely selecting an employee to lead or organize a fitness program for co-workers during the lunch hour puts you in this productive business immediately. Fitness programs may be

go. Unfortunately, we have not had the tradition of fitness common to the Scandinavian countries and other parts of northern Europe. We have made great strides, but compared to future possibilities, we are just beginning. It is encouraging to see business and government becoming more concerned with the health and attitudes of their employees, and providing recreation and fitness programs. Employers may learn a lot about the leadership qualities of people who help with the organization and operation of such programs.

We hope that this conference will lead to fitness development programs in many more companies. As government agencies, we will welcome suggestions on improving our own recreational opportunities. We want to know if there is a role for government and what direction you believe we should take. It may be that the appropriate division of a government could provide some

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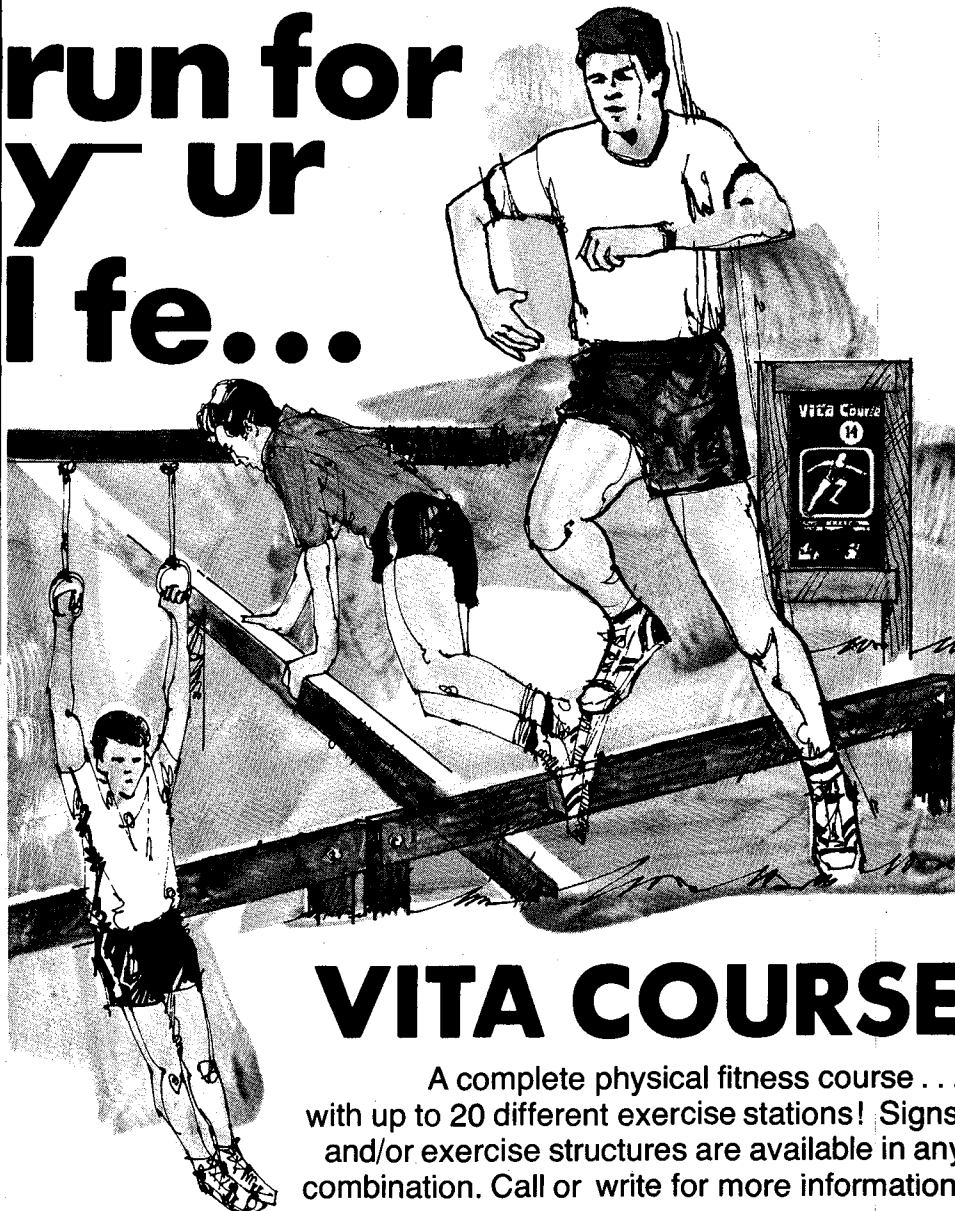
leadership/resource people to help get employee programs under way. We may be able to assist by providing seed money for pilot projects and we may be able to do the research so that industry can have useful guidelines available for the asking.

I don't believe governments should become directly involved in

a company's private programs, but we can provide information and encouragement. The Department of Recreation already funds many municipal programs in the province and these experienced groups may be able to provide useful data on recreational activities to the private sector. As Minister of Development, I am interested in any program that

may promote better relationships between the employee, employer, government, and the community. We may gain greater productivity, reduce absenteeism, improve the national economy, and reduce the net cost of health services. But most importantly, people may be healthier and happier. **rm**

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BOARD OF DIRECTORS' FALL MEETING

New attention to marketing needs
and fitness programs



The NIRA Board of Directors assembled for this portrait in the Red Chambers of the Nova Scotia Province House.

(Back row, left to right) Michael Brown, CIRA; George Grigor, CIRA; Enrique Maldonado; Kenneth Wattenberger, CIRA; Phyllis Smith, CIRA; Stephen Edgerton, CIRA; Louis Mertens, CIRA; Bernie Watts; Eugene Miller, CIRA.

(Second row, left to right) Arthur Conrad, CIRA; Thomas Oswalt, CIRA; Alan Benedeck; Susan Siwicki, CIRA; Cheryl Jones; Robert McCray; Stephen Waltz, CIRA; William DeCarlo, CIRA; Ronald Lewis, CIRA.

(Third row, left to right) Enrique Flores Mora; Fritz Merrell, CIRA; Roy McClure, CIRA; Edward Hilbert, CIRA; Nelson Ellsworth; Gloria Boyles.

(Seated, left to right) Kirt Compton, CIRA; Elizabeth Burchard, CIRA; Richard Brown, CIRA; Patrick Stinson.

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Board Meeting continued

A new staff position for marketing and a proposed new Vice President for fitness and health will help provide new direction for NIRA in 1979. These developments and more came out of the NIRA Board of Directors meeting held in Halifax, Nova Scotia, October 11-12, 1978.

The Board meeting opened with the reading of a letter of resignation from NIRA Assistant Executive Director and Membership Director **Michael Brown, CIRA**. Brown left NIRA's headquarters city, Chicago, at the end of 1978. The Board accepted his resignation with regret.

Brown's resignation coincided with staff and Board discussions of a realignment of staff duties. With an eye toward future development,

both in membership and income resources, the Special Personnel Committee of the Board recommended the creation of a new staff position: Marketing Manager. With the creation of this position, furthermore, the Committee recommended that the position of Assistant Executive Director/Director of Membership be abolished. Under this plan, the Executive Director will take primary responsibility for headquarters management and administration, liaison functions with the Board, Conference planning, tournaments and services, and all non-Associate memberships. The Marketing Manager, like the NIRA Editor, would report to the Executive Director. This staff member would be primarily responsible for Associate

membership, advertising sales in RM, and national Exhibit booth sales. The Board adopted the new staff alignment and instructed Executive Director Patrick Stinson to hire a Marketing Manager.

NIRA members will soon consider the addition of two voting positions to the NIRA Board of Directors. Voters will be asked to approve, by referendum, the addition of the Chairman of the National Industrial Recreation Research and Education Foundation (NIRREF) to the Board. They will also consider the creation of a new Vice President of Fitness and Health. Referendum materials, including complete explanations of each proposal, will be mailed to all eligible voters.

President **Richard Brown, CIRA** appointed an interim Fitness and Health Committee to serve pending approval or denial of the new Vice President's position by the NIRA voters. An interim Committee is Chaired by **Edward Hilbert, CIRA** and includes **Enrique Flores Mora, Susan Siwicki, CIRA; Louis Mertens, CIRA; and Nelson Ellsworth.**

The Board accepted the 1979 NIRA budget, basically as it was proposed by Executive Director **Patrick Stinson.**

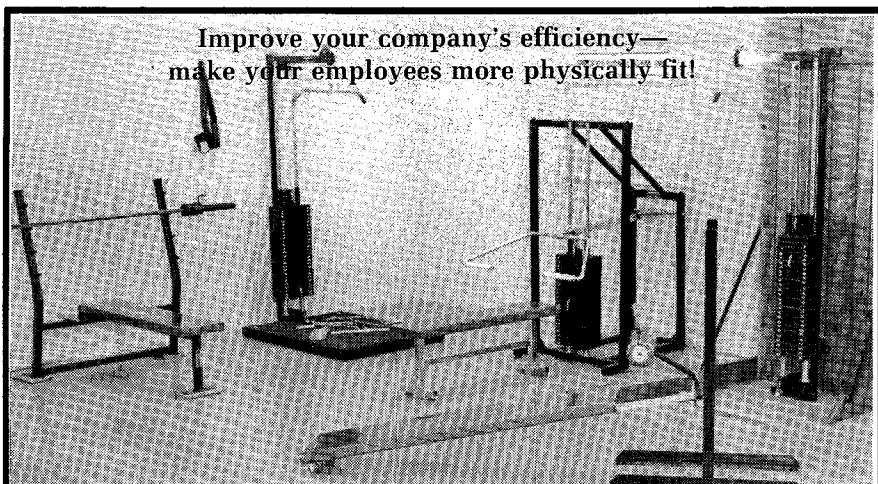
Upon the recommendation of the Public Relations Committee, NIRA's highest program award, the Citizens Savings Award for overall excellence will be renamed the Eastwood Award in honor of NIRA's first President, the late **Dr. Floyd R. Eastwood.**

Tournaments and services report information has been contained in the regular RM department, "Tournament News" by Vice President of Tournaments and Services **Steve Waltz, CIRA.**

Region VII received special thanks from NIRREF Director **William DeCarlo, CIRA.** The Western region donated \$1,000 to the Foundation.

The next scheduled meeting of the NIRA Board of Directors was set for January 18-19, 1979 at the Town and Country Hotel in San Diego, California. The Town and Country Hotel will be the site of the May 1980 NIRA Conference and Exhibit. A full report on the winter meeting will appear in the March RM. **RM**

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SURVEY REPORT:

Recreation Management Magazine

We asked our readers
what they like—and don't like—about *RM*.

Here's what they said.

At its May 1978 meeting, the Public Relations Committee of the NIRA Board of Directors encouraged the NIRA Editor to conduct a survey of *Recreation Management Magazine* readers. Such a poll, the Committee noted, would assist the staff in planning content that would best serve the needs of NIRA members. With this in mind, a brief survey was prepared for mailing with the December/January edition of the NIRA programming newsletter, "key notes."

Survey Design

The *Recreation Management* reader survey was designed to encourage a quick response and provide basic data that could be tabulated at the NIRA office. The single-sheet, two-page format required only three or four minutes to complete and was accompanied by a post-paid, self-addressed return envelope.

Of 1,400 survey forms mailed (to Organization, Allied and IRC members), 256 usable responses were returned within two weeks, for an 18%

response. Of the few surveys that were discarded, most were responses from new members who had not seen the Magazine.

Although the sample size of 256 represents usable responses, not every respondent answered every section of each question. This accounts for totals that do not equal 100% of the sample.

Results

The results of the survey, presented in Tables I through VI at the end of this report, give us a far more accurate reading of reader response to the Magazine than we have been able to garner through informal comments and suggestions. The results help answer several important questions.

Who are our readers? (Tables I and II)

The question of NIRA's volunteer/professional director ratio arises regularly. Table I shows the proportion of volunteers and professionals among respondents. Of the 256 respondents, 193 (75%) indicated that

the employee recreation, fitness and services program is included in their professional responsibilities. A balance of 60 (23%) indicated that the employee program is primarily a volunteer responsibility for them.

Table II reveals the proportion of respondents from NIRA's four basic organization size categories. The largest proportion of respondents, 96 (38%), represents companies with fewer than 1,000 employees. Almost as many, 88 (34%), work with 1,001-5,000 employees. The smallest group, 32 (13%), comes from companies with 5,001-10,000 employees. Another 40 (16%), hail from companies with more than 10,000 employees.

These discoveries, however, when viewed in relation to other survey findings, reveal no wide differences between the informational needs of volunteers and professionals, nor between representatives from companies of various sizes. Overall

continued on following page

reader interests are reported in Tables III, V and VI. Our present tabulation method did not allow for complete correlations to be established for all survey results, relative to respondents' professional or volunteer status. Nevertheless, what is significant to note here is that our readers who handle employee programs on a volunteer basis apparently view their leadership roles as seriously as many of their professional counterparts. Virtually all respondents expressed a desire for continued or increased coverage of such professionally-oriented topics as management/administrative techniques and legal considerations.

Is RM being read? (Table III)

Yes, our subscribers are reading *Recreation Management*, according to survey results. A slight majority of respondents, 131 (51%), indicated

that they read all of the Magazine. Another 123 (48%) customarily read at least some of it. Not one respondent reported reading none of the Magazine.

Is the Magazine helpful? (Table IV)

Yes, say our readers, *Recreation Management* is helpful to them in their employee activities work. Both editorial and advertising portions of the publication are useful, according to the responses, although slightly more readers find the editorial portion helpful. Specifically, the editorial portion of the Magazine is very helpful to 99 (39%), of the respondents. A greater number, 139 (54%), find it somewhat helpful. Still another 15 (6%), find it not at all helpful. The advertising portion of RM is very helpful to 60 (23%) of the respondents. The majority of read-

ers, 159 (62%), find the advertising somewhat helpful. Only 37 (14%) find advertising not at all helpful.

What parts are best read? (Table V)

In planning 1979 editorial content, it was important to know which existing departments of the publication were valued sufficiently by readers to justify their continuation. Overall, readers told us to retain all present departments. Generally, those departments that draw a lower readership are those that run only intermittently and/or occupy relatively little space in the publication. The most popular department in *Recreation Management* is the "Ideas Clinic" by Melven C. Byers, CIRA. More than three-fourths of our readers, 198 (77%), said they always read it. Using the same criteria, our present departments rank, in descending order of popularity, as follows: "News in Brief," "NIRA Calendar," "The NIRA President would like a word with you," "Organization Profile," "Tournament News," "Associate Profile," "Names in the News," "Meet Your Board."

What more is needed? (Table VI)

This question is the most important one, editorially. In personal contact, the NIRA staff has discovered, readers tend to be only complimentary about the Magazine and seem reluctant to make suggestions which could appear to be ungracious criticism to the publication or staff. By means of this survey, however, respondents could offer constructive criticism in the form of a request for information. This, of course, reaches to the heart of NIRA's purpose and, certainly, to a primary reason for the Magazine's existence.

Our results indicate that RM readers want as much or more of almost every kind of information we now supply, and some new material. As noted in passing above, there is a strong similarity between the expressed informational needs of volunteer and professional directors

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TABLE I

Are employee activities:	
included in your professional responsibilities	193 (75%)
primarily a volunteer responsibility	60 (23%)

TABLE II

Number of Employees			
Fewer than 1,000	1,001–5,000	5,001–10,000	More than 10,000
96 (38%)	83 (34%)	32 (13%)	40 (16%)

TABLE III

How much of the Magazine do you usually read?		
All	Some	None
131 (51%)	123 (48%)	0

from various organizations. In general, their desire for information and ideas that will assist them in doing a professional-quality job is obvious. The only surprise in our findings was the relatively low priority our readers place on additional information about fitness. Of the thirteen (13) topic areas suggested to our readers, fitness tied for eighth place among those requiring additional coverage. The other topics with little demand for increased coverage were travel, 69 (27%); news about NIRA affairs, 48 (19%); and news about individual NIRA members, 40 (16%). Topics that require increased attention in 1979 are, in descending order of demand: programming ideas, management/administrative techniques, legal considerations, hobbies/social and cultural activities, funding, program justification, research reports, facilities, fitness, non-recreational employee services, travel, news about NIRA affairs, news about individual NIRA members.

More reader comments

The Recreation Management reader survey concluded with a request for individual comments and

suggestions about the Magazine. Most respondents chose not to supplement their categorial responses with additional remarks. Those comments we did receive were generally brief and complimentary. Many of these respondents requested articles about specific topics. One professional director spoke for many when she requested more articles on the "capture and training of volunteers".

In planning improvements for RM,

we paid special attention to the individual criticisms of the Magazine. One respondent, a public relations professional and a recreation volunteer, noted that the design and layout of the Magazine are bare and uninteresting. Several readers complained of the overemphasis on a few, highly visible organizations in

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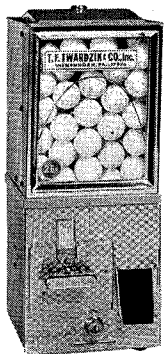
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Reader Survey continued

NIRA. Other readers commented that we have devoted so much space to NIRA affairs that the NIRA publication can appear to be self-serving.

Conclusions

Meeting reader needs

Our readers want more information. They want help with management and administration. They need to know about legal considerations, planning techniques, and the like. They are interested in programming ideas and want to learn about the successful activities in other companies. Their demands suggest a new editorial emphasis for the Magazine.

Like NIRA as a whole, the Magazine will continue to turn away from an earlier, introspective, fraternal point of view and readjust its perspective to include the entire business world. To do this, RM re-

quires a greater proportion of material from sources outside our Association. We must reduce our dependency on instruction by example, especially as it tends to overemphasize a few famous programs.

This outwardly-turning point of view calls for articles from experts in a variety of fields. With improved RM material, there will remain a need for the unique example and expertise that NIRA sources can provide. The Magazine will also take on a modestly updated look, graphically, in the coming year.

As noted above, the results of the 1978 *Recreation Management* Magazine reader survey were enlightening and encouraging, overall. They also highlight areas in which we must improve. Similar reader surveys will be conducted periodically to monitor and guide the Magazine's continued development.

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TABLE IV

<i>In your employee activities work, how helpful is the editorial and advertising material?</i>			
	Very helpful	Somewhat helpful	Not helpful
Advertising	60 (23%)	159 (62%)	37 (14%)
Editorial	99 (39%)	139 (54%)	15 (6%)

TABLE V

<i>How frequently do you usually read the Magazine's regular departments?</i>			
	Always	Sometimes	Never
Ideas Clinic	198 (77%)	50 (20%)	3 (1%)
NIRA News	165 (64%)	69 (27%)	12 (5%)
News in Brief	165 (64%)	74 (29%)	9 (4%)
NIRA Calendar	152 (59%)	78 (30%)	18 (7%)
NIRA President would like a word with you	148 (58%)	83 (32%)	17 (7%)
Organization Profile	128 (50%)	109 (43%)	8 (3%)
Tournament News	113 (44%)	108 (42%)	27 (11%)
Associate Profile	106 (41%)	120 (47%)	18 (7%)
Names in the News	104 (41%)	125 (49%)	15 (6%)
Meet your Board	98 (27%)	120 (47%)	33 (13%)

TABLE VI

<i>Compared with the present Magazine, how much coverage would you like to see of the following topic areas?</i>				
	More	Same	Less	None
Facilities	102 (40%)	108 (42%)	14 (5%)	0 —
Fitness	102 (40%)	99 (39%)	21 (8%)	1 —
Funding	117 (46%)	89 (35%)	16 (6%)	1 —
Hobbies; social/cultural activities	125 (49%)	90 (35%)	14 (5%)	1 —
Legal considerations	128 (50%)	91 (36%)	8 (3%)	1 —
Management/Administrative techniques	167 (65%)	57 (22%)	9 (4%)	0 —
News about NIRA affairs	48 (19%)	157 (61%)	22 (9%)	0 —
New about individual NIRA members	40 (16%)	130 (51%)	52 (20%)	4 (2%)
Non-Recreational employee services	99 (39%)	94 (37%)	27 (11%)	9 (4%)
Programming ideas	168 (66%)	63 (25%)	3 (1%)	1 —
Program justification	117 (46%)	98 (38%)	10 (4%)	1 —
Research reports	105 (41%)	102 (40%)	16 (6%)	2 (1%)
Travel	69 (27%)	105 (41%)	46 (18%)	9 (4%)

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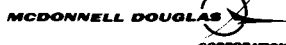
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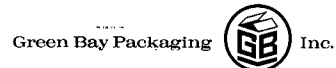


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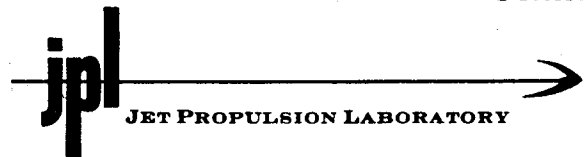
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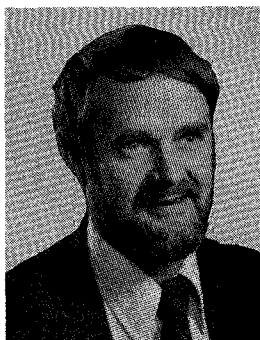
meet your board



Arthur L. Conrad, CIRA, Vice President of Public Relations, has been a manistay of NIRA for many years. As Vice President of Employee and Public Relations for Flick-Reedy Corporation of Bensenville, Illinois, Conrad oversees one of the outstanding employee recreation programs among the nation's smaller companies. His programs have repeatedly won the NIRA Citizens Savings Award. As a member of the Board of Directors and as Vice President of Public Relations

for NIRA, Conrad has been invaluable.

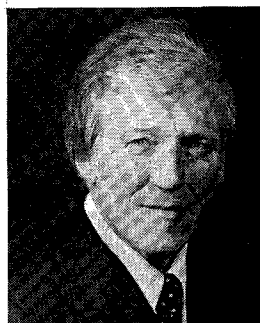
Art Conrad earned his A.B. from the University of Notre Dame, his Ed.M. from DePaul University of Chicago and his law degree from Loyola University in Chicago. A lifetime of military, educational, civic and religious service has earned Conrad a lengthy list of honors. He will hold his present term with NIRA until May, 1980.



Edward C. Hilbert, CIRA, was re-elected in May 1978 as NIRA's Vice President of Research and Education. He is Recreation Coordinator and Fitness Advisor for Battelle Memorial Institute in Columbus, Ohio.

Hilbert gained 22 years of recreation administration experience in the U.S. Air Force. In both Europe and the United States, he managed recreation programs for military people and their families. He has been with Battelle since 1972.

Hilbert has earned his B.S., in Education and Public Recreation and will complete his M.A. in Management and Supervision and Business Management this year. He is a member of many national and local recreation associations and served as President of the Columbus Industrial Recreation Association from 1972 through 75. He will serve in his present Board position until May 1980.



John G. Tutko, CIRA, is NIRA's CIRA/CIRL Director. His present term as head of the Association's professional certification program will expire in May 1979.

Tutko holds bachelor's and master's degrees in education. He has earned many additional credits in armed forces management schools and seminars. He has headed the employee recreation and services program for the Washington, D.C. headquarters of the Air Force for the past twenty years.

Tutko is a member of the National Recreation and Park Association, a charter member of the League of Federal Recreation Associations and belongs to several other professional and honorary fraternities. He has served in various posts for the NIRA Board of Directors and directed the publication of the first *Who's Who in Business, Industry and Government Employee Recreation*.

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Anthony W. Kotz

Site selection, analysis, feasibility studies, master planning, design of recreational facilities, and consultation.

CIRCLE READER SERVICE CARD NO. 30

Listing appears
on page 33

Recreation Apparel

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311 West 72nd Street

Kansas City, MO 64114

Phone (816) 363-5212

Michael Milens

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Phone (405) 424-5266

Don E. Porter

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National Headquarters

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Greendale, WI 53129

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Tom New

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Washington, DC 20036

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John Grubar

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Phone (203) 637-3618

A. H. Rohlfing

Executive Director

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G. Marvin Shutt

Executive Director

CIRCLE READER SERVICE CARD NO. 45

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James A. Muehlenbein

Vice President

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*Ad appears
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Lester Needle
Vice President

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Vice President, Sales and Marketing
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Senior Vice President of Marketing
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on Cover IV

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Ft. Lauderdale, FL 33308
Phone (305) 564-8502

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Ad appears
on page 11

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Al Ronzio
Marketing Director
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Baden Peters
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Director, Tour and Agency Sales
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RICHARD M. BROWN, CIRA

President
National Industrial
Recreation Association

+Survey report on page 39

nira calendar

Drop in on your fellow NIRA members when you are in their areas. Check the "NIRA Calendar" before you travel.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Bill Burton—(213) 847-9562.

Chicago Association for Recreation and Employee Services (CARES)/Chicago, Illinois. Meets every other month. Contact Bill Hill—(312) 661-4982.

Columbus Industrial Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Janet Harris—(614) 421-6940, ext. 2951.

Dallas-Ft. Worth Metroplex Recreation Council (MRC)/Dallas and Ft. Worth, Texas. Meets on the fourth Tuesday of the month; excluding July and December. Contact Jim Gibbons—(214) 263-0211, ext. 252.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CIRA—(513) 445-5938.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Tim Kincaid—(713) 483-3594.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 445-5938.

Industrial Recreation Association of Detroit/Detroit, Michigan. Meets on the last Thursday of the month; except for November and December, when meetings are scheduled for the third Thursdays. Contact K. Bill Beneau—(313) 237-7753.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month; excluding July and August. Contact Larry Lemme—(202) 554-6910.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Hiroko Mochida—(213) 855-5508.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Gloria V. Boyles—(212) 551-3201.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Monday of the month—except for first Tuesday meetings in September, October and November and a Friday meeting in December. Contact A. Jody Merriam (415) 273-3494.

Orange County Industrial Recreation Association/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact IRC President—(714) 277-6780, ext. 338.

Toledo Industrial Recreation and Employees Service Council (TIRES)/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CIRA—(419) 475-5475.

* * *

Region VII will hold its 29th annual Conference and Exhibit September 20-23, 1979 aboard the *Queen Mary*, Long Beach, California. Contact Phyllis Smith, CIRA—(714) 871-3232, ext. 2432.

38th Annual NIRA Conference and Exhibit will be held May 17-22, 1979 at the Americana Hotel, Rochester, NY. To become involved as a Conference planner or for more delegates' and exhibitors' information, contact the NIRA office—(312) 346-7575.

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Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. The book covers such basics as building membership, motivating people, developing communications, conducting meetings, financing programs, handling public relations, understanding government regulations, and more. Hard-cover. 437 pages. \$15 for NIRA members, \$20 for non-members.

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**** SEE REVERSE SIDE ****



SERVICES & ACTIVITIES

Purpose

The National Industrial Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of industrial recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' recreation programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

RECREATION MANAGEMENT —

Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make industrial recreation programs more successful.

Program Manuals and Information

Center — Manuals prepared for members by NIRA staff present practical step-by-step procedures for developing special activities to fit within a company's recreation program.

Periodicals — In addition to Recreation Management, published are two newsletters; the Keynotes, a monthly publication, and the Informer, articles for the Certified Industrial Recreation Administrator.

Consultation Service — NIRA Advisory Committee and staff plus past Presidents of NIRA and Association members are available for consultation or speaking engagements.

National and Regional Contests — Eight are conducted annually to stimulate participation in employee programs. The amateur events are mostly postal and can be conducted at the member location or near-by.

Membership Directory — A listing of recreation directors, personnel managers, Associate Members and

NIRA's "Who's Who" in Certified Administrators in Industrial Recreation. Published annually and includes telephone numbers and addresses.

Free Clerical Services — Provided by NIRA for intra-membership communication.

Awards — Given annually for outstanding member leadership and achievement in areas of recreation administration and programming; for outstanding overall programs and for specific activities. NIRA also presents special top management honors.

Conferences & Workshops — A National and one Regional Annual Conference and Exhibit are open to all NIRA members where educational sessions and seminars are conducted. Regional workshops are also conducted for educational purposes near a member's location.

Certification Program — NIRA certifies industrial recreation administrators after they successfully complete the Certified Industrial Recreation Administrator requirements. This includes induction into the "Who's Who In Industrial Recreation" records.

Merchandise Discounts — Many consumer products and services are available to members and their employees at substantial savings as high as 60 percent off retail price, primarily from Associate Members, Exhibitors and Advertisers.

Employment Services — Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and Search Service offers search screening and referral of candidates for recreational positions.

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Research Foundation, Reports — NIRA and the Educational Founda-

tion develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NIRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

Organization — Available to business, industry and governmental organizations or the employee recreation associations and their employees who are interested in the development and maintenance of employee recreation facilities and/or programs.

Associate — Available to companies, trade associations and other organizations which operate nationally and are interested in distributing programs and services to employee recreation programs.

Industrial Recreation Council — Open to areas having organized councils or associations comprised of business, industry or government.

Allied — Available to NIRA Organization Member's recreation program, Elected Officers, Board Members and to Recreation program Coordinators or volunteers at branch locations of NIRA members.

Individual — Available to individuals interested in Association activities and objectives who are not connected with a business, industry or governmental organization or an employee association.

College/University — Available to institutions interested in Employee Recreation and by virtue of membership shall entitle students enrolled in their school to receive a reduced student membership fee.

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